RESEARCH ARTICLE

WORK EXPERIENCES OF GEN Z EMPLOYEES IN BORACAY RESORTS: A CASE STUDY

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Abstract

This study examines the work experiences of Gen Z employees in Boracay's resorts, aiming to understand their motivations, satisfaction, and how their work expectations differ from those of previous generations. By examining work-life balance, training implementations, technology use, and employee-management relations, the research seeks to inform strategies for attracting, retaining, and engaging Gen Z talent in Boracay's resort industry. Through in-depth interviews, Robert Yin's approach to data analysis was utilized to establish the rigors of the research. The researchers identified the following themes after reviewing the interview transcripts regarding Gen Z's work attitudes, work-life balance, technology in the workplace, career growth, employee-management communication, management style, preferences and motivations, training and development, recognition and acknowledgment, and Gen Z retention. The study will recommend adaptations in recruitment, training, communication, work arrangements, and technology to create a workplace that caters to Gen z's values and fosters a productive and successful workforce.

Keywords: *Gen Z, Work Attitudes, Boracay Resorts, Work-life balance, motivation, training, technology, employee-management relations, Case Study*

Introduction

Born digital and wired for instant gratification, Gen Z is now entering the workforce. But how are these tech-savvy young adults faring in the idyllic paradise of Boracay's resorts? This study delves into the work experiences of Gen Z employees, exploring their motivations, challenges, and satisfaction levels in a tropical tourism hotspot. Do their expectations of work differ from previous generations? Can island life and resort operations provide the fulfilling careers they seek? Join us as we explore the ever-evolving workplace through the lens of Gen Z in Boracay.

Boracay Island is a major tourist destination in the Philippines, and the resort industry is a significant employer (Malay Tourism Office, 2023). Understanding Gen Z's work attitudes can help Boracay Resorts attract, retain, and motivate the growing segment of the workforce.

The Philippines has a large and expanding Gen Z population entering the workforce (PSA, 2022). Research on their work attitudes can inform national human resource development strategies and improve workplace practices to cater to this generation's needs and preferences.

The study aligns with the UN SDG 8 on Decent Work and Economic Growth which promotes productive employment and workplace practices (United Nations, 2015). By exploring Gen Z's work attitudes, the research contributes to international knowledge on managing a generation with potentially distinct work values and expectations.

A Study by Society for Human Resource Management, 2021) suggests that Gen Z values work-life balance, meaningful work, and opportunities for professional development However, limited research explores their specific work attitudes within the hospitality industry, particularly in island resort settings like Boracay.

This study aims to address the following gaps by fostering a better understanding of Gen Z employees' work values, motivations, and

satisfaction levels within Boracay's resort industry. Insights into how resort work aligns with Gen Z's career aspirations and expectations for professional growth. Identifications of strategies that Boracay Resorts can adopt to attract, retain, and engage Gen Z employees effectively. By addressing these gaps, the study can provide valuable recommendations for Boracay's hospitality sector, contribute to national discussions on managing Gen Z talent, and inform international best practices in the resort industry.

Research Question

The study sought to answer the following questions:

1. How do Gen Z resort employees perceive the work-life balance offered by their current resort job in Boracay?
2. What are the main factors that motivate Gen Z employees to come to work each day at the resort?
3. What types of training or mentorship programs would Gen Z employees find most valuable in furthering their career development within the resort?
4. How effectively do Gen Z employees feel their current resort utilizes technology to improve work processes and enhance guest experiences?
5. How would Gen Z employees describe the overall relationship between employees and management at their resort in Boracay?
6. What development can be proposed as an output of the study?

Methodology

Research Design

The methodology of this study is a qualitative research design that explored the work attitudes of Generation Z employees in resorts in this 21st century workforce specifically using a descriptive type of case study. According to Baxter, and Jack, (2014), a case study is a research approach that facilitates the exploration of a phenomenon within its context using various data sources. This will ensure that the problem is examined from a range of perspectives, allowing for the revelation and understanding of the phenomenon's various disciplines.

Participants

Crossman (2020) averred that purposive sampling is a sample chosen based on population characteristics and the research objectives. The sample of participants was selected purposively and based on certain criteria, targeting the attitudes of Gen Z in Resorts, ensuring an extensive assortment of Gen Z among the key informants.

To understand the attitudes of Gen Z staff and gain valuable insights, the researchers selected the participants who meet the following criteria:1) individuals born between 1997 and 2012, 2) currently employed in a hotel-related position (front desk, housekeeping, food service, or management) at a Boracay Resorts, and 3)with a minimum of three and a maximum of six months of experience at their current establishment. A diverse range of applicants were encouraged, encompassing a variety of sexual orientations, genders, religions, cultural backgrounds, social statuses, and job titles, along with educational backgrounds that may include college degrees, vocational training, or other qualifications.

Instruments

This study utilized Semi-structured interview guide. According to Cresswell (2012), interviews are mainly conducted when researchers ask open-ended questions and record their answers utilizing audio recorders for an easier transcription process. The data collection encompassed a semi-structured interview guide with participants, focusing on the Working attitudes of Gen Z in Resorts.

Procedure

A transmittal letter was secured and approved by the College Dean of Malay College. Following this approval, the researchers plan to conduct interviews as to the participants.

Each interview lasted to 30 to 45-minute. There were 8–15 participants participated in the study. The researchers felt that the data was saturated when participant 7 was interviewed. Participant 8 was added to ensure the rigors of the data collected. These interviews offer flexibility with in-person meetings, Zoom, or Google Meet, and was taken place at the participant's preferred location. Only the researchers have access to the recordings, which have been securely stored and destroyed after analysis have done to maintain confidentiality.

During the interview process, participants were encouraged to share honestly and candidly. The discussion was facilitated by an open-ended question, with observations and follow-up inquiries being used to glean further information.

According to Yin (2018), emphasizes four key principles in data collection. Firstly, triangulation, or using multiple sources of evidence, is crucial. Don't rely solely on interviews; gather data from documents, observations, or physical artifacts for a more well-rounded picture. Secondly, a well-organized case study database is essential. This systematic storage system for the collected data (interviews, documents, notes) ensures easy access and management throughout your research. Thirdly, maintaining a chain of evidence is vital. This documented trail tracks how one collected, handled, and analyzed the data, fostering trust in the research methods and allowing others to verify them. Finally, one must cautious when using electronic sources. While valuable, online information can be biased. Critically evaluate its credibility before incorporating it into your analysis. By following these principles, researchers can gather comprehensive and reliable data, leading to more credible and insightful case studies.

Data Analysis

This study followed Yin data analysis procedures. According to Yin (2002) analyzing data involves digging into all the information you collected, both numbers and descriptions. Organizing it by grouping similar themes, making tables, checking its accuracy, and finding connections between the pieces. This shows Yin's idea that you can use quantitative and qualitative data together, not as separate things.

To gather, dismantle, reassemble, analyze, and draw conclusions, Yin's five stages of analysis and their interconnections were applied in the data analysis.

First, all data sources, including interviews, journals, and physical artifacts, were compiled. Next comes disassembling, where the collected data was broken down into manageable pieces for analysis, often through a technique called coding. After coding, researchers reassemble the data by revisiting the original context, comparing findings, and searching for trends within the codes. A thorough study, as Yin suggests, to consider contradictory data during this reassembly phase. Finally, the process culminates in interpretation, where researchers make sense of the reassembled data, draw conclusions, and explain the significance of their findings with the research question. The concluding step involves presenting final answers to the study question, acknowledging any limitations of the research, and suggesting potential areas for future investigation based on the data's insights.

Ethical Considerations

This study adhered to ethical principles due to the data collection's in-depth and potentially sensitive nature. Before participation, researchers provided all participants with a detailed explanation of the study's objectives and the significance of their role in data collection. Informed consent and letters were obtained from all key informants and participation was entirely voluntary, and with no instances of coercion, monetary incentives, or bribery. Researchers ensured the security, protection, and confidentiality of both the participants and the data collected. All participant's identities and information were anonymized. Written consent and a letter were obtained from the relevant authorities in the research locale.

Results

After the data was analyzed, the researchers identified the following themes about the Gen Z's Work Attitudes, Work-Life Balance, Technology in the Workplace, Career Growth, Employee-Management Communication, Management Style, Preferences and Motivations, Training and Development, Recognitions and Acknowledgements, and Gen Z Retention.

Theme 1: Perceptions and Feelings Towards Work

Gen Z, characterized by their digital nativity and emphasis on purpose-driven work, brings a fresh perspective to the hospitality industry. By understanding their perceptions and expectations, we aim to shed light on the factors influencing their job satisfaction and engagement within this dynamic industry. These are the notable narratives:

When asked about their perceptions and feelings towards work, Participant 1revealed that,

"Every day I constantly adjust, so working in hospitality or resort one should always be ready and presentable. Always give your best during the resort's operations. Being a Gen Z in a workplace, I didn't struggle because I know how to adapt, I'm also flexible so being a Gen Z or younger it's not really a hindrance compared to other more seasoned employees."

Similarly, Participant 2 was probed, she shared that,

A typical day or work week for me is just, waking up in the morning, getting ready for work, showering, and all that. I get to the hotel 15 minutes before my shift, sometimes even 10 minutes before. It can be a bit unusual, but I manage. At least every day working in a hotel is not a stagnant process, it's constant, everyday changes. As a Gen Z, I can balance everything. It gets tiring though, so I'm just one call away.

In like manner, Participant 3 was asked, he replied,

Participant 3 answered I am the F&B admin and the receptionist here in the resort. So, the typical work week for me here I come to work early in the morning to help the F&B Team as a receptionist here in dining. And I'm also in charge of welcoming and assisting the guest. And after that, after the breakfast operation, I'll be back to the F&B office to do my office tasks.

All generations want work-life balance and flexibility, but younger workers are bolder about it. Gen Z prioritizes personal lives and well-being, taking mental health days without hesitation. This shift is partly due to Millennials who valued security but opened the door for flexibility. To meet Gen Z's needs, companies should offer flexible work options like hybrid models, compressed hours, and flextime. Communication is key to finding the best fit for both employers and employees (Sombret, P. 2023).

Theme 2: Ability to Manage Work Demands Alongside Personal Life

Balancing work and personal life are critical aspect of employee well-being and job satisfaction. This theme focuses on the experiences of Gen Z employees in the resort industry as they navigate this challenge. By examining their perspectives, we aim to identify strategies for promoting work-life balance and enhancing overall job satisfaction. Below are the key findings and participant perspectives:

When probed about their ability to manage work demands along with their Personal life, Participants 4 responds,

My work doesn't impact my personal life because I chose the course Food Tech, it is related to my work so it's just ok for me because I feel comfortable in the environment while working.

Likewise when Participant 5 was queried about the same, He responded that,

In my part, I am the reservation slash front office, so my shift is opening, and then the closing is a different body clock. For example, I'm on the opening shift, and then in the afternoon, it depends on whether I will rest my body or if I deserve to go out and hang out. I am not that exposed to social media, I'm not into sharing, but I do share my story, but when it comes to socializing to go out, I'm not into it because they have their own lives, like when it comes to age, not everyone is available, like today you are available and they are not available, so you need to set an appointment.

When Participant 6 was asked abou the similar question, He said,

As an employee, I usually wake up and prepare my breakfast and go to work then go home, and then sleep. Usually, on rest days I spend it with my family, and sometimes I do my laundry on days off. As a Gen Z, I balance my time at work though I focus on my work, but I give time to my family especially since I have a kid, also to my partner we spend time, and yes, I still manage to balance my time even how busy I am with work.

Research by Scully, C. (2024) highlights that unlike older generations who witnessed the traditional workday dissolve into a constant "on" state, Gen Z grew up with this reality. This constant connectivity has made them acutely aware of the need for boundaries. They see the potential for work to bleed into personal time and are determined to avoid that trap. For Gen Z, achieving a healthy work-life balance is a priority. Their focus isn't solely on professional achievements; they value mental and physical health, recognizing that a fulfilling life extends beyond the confines of a job. This shift in priorities suggests a generation that prioritizes well-being and a well-rounded life experience.

Theme 3: Use of Technology and its Impact on Gen Z Employees' Work

Technology has fundamentally transformed the workplace, and the resort industry is no exception. This theme explores how Gen Z employees, digital natives, leverage technology in their roles and the impact it has on their work experiences. By understanding their tech-savvy nature and how they integrate technology into their daily tasks, resorts can optimize operations and enhance employee satisfaction. Below are the key findings and insights from Gen Z employees:

When Participant 1 was probed about the use of technology and its impact, He replied that,

Technology gives accessibility and convenience in my daily work. Unlike before I had to do everything manually and through paperwork and forms. So now it's all paperless, and it does help, but it also depends on how you utilize technology. Our resort has a PMS and a POS, and everything is easy to install. It's also common to use Microsoft Office, and there is other software being developed for specific departments. Before we had over-the-counter check-ins, now they can do online check-ins.

When probed with relevant question, Participant 2 opined that,

So, with technology, we're living in a new era now. Traditional ways aren't that common anymore. Even in resorts, front office agents still need technology. We use computers, of course, and that's where our system is for checklists and stuff. We use the same things you use in school. Technology helps a lot because everything is relevant. With technology, you can see everything, you know what you need to do. It makes your job easier, not like the old way where things took longer.

While Participant 5 was asked with the same question, He averred that,

There were older colleagues 10 years ago who didn't know how to use the computer, although I had quite a bit of knowledge on how to operate it, and so I needed to share my knowledge about it.

This excerpt highlights the unique technological aptitude of Generation Z. Growing up surrounded by digital advancements has fostered an intuitive understanding of various tools and platforms. This translates into a natural ability to innovate within tech-oriented roles. Their fluency allows them to streamline processes, boost productivity, and bring fresh perspectives to technological hurdles. As a result, Gen Z employees act as catalysts for a new era where adaptability and forward-thinking approaches to technology are essential (Choughari H., 2024).

Theme 4: Gen Z outlook on Opportunities for professional development and advancement

As a generation prioritizing purpose and growth, Gen Z is impacting the hospitality industry. Resorts must adapt to their evolving expectations to attract this valuable workforce. To illustrate this challenge and potential solutions, here are some of their significant disclosures:

Participant 1 was probed on the GenZ outlook pertaining to opportunities for professional development and advancement, He replied that,

"Career growth is kind a important, but honestly I don't really mind my career growth. Although I do work, but others only use career growth for their references, job hunting, but for me as long as I enjoy my career, I don't really mind it. Although it has benefits for you to level up, and develop yourself it's also up to the person. It's my preference that I don't prioritize my career growth because it's more about how I develop myself. I know importance of my work, but I personally prefer my personal growth."

Similarly, Participant 3 was probed and he replied that,

"I didn't realize after six months of provision, in just those 5 months I was promoted to a regular, until now I'm the F&B admin, I got more responsibilities and I still help with the F&B service. Yes, it's really important that I have career growth, of course, each and every one of us wants to have self-growth. So just ask yourself as always how can I grow and in what way? So, for me, I think I was able to fulfill those six years here in this resort. So, I said that this is already common and basic for me. So that's why I'm trying to apply for a career in cruise ship to pursue my dream. Because I feel that is where I will grow and be fulfilled."

When probed about similar question Participant 4opined that,

"Yes, it's important, of course, that's your first experience and also there is a second because the first is your OJT like that, so it is important because you have already a background as in the actual background."

In like manner Participant 8 was asked about the same question He responded that,

"It's very important because this is my first job, being a front office. So, it's very important because it also helps me, not just me, but also my family. It helps me. Also, I trained others to be a front office here. I also helped them. I was the one who trained them to be a front office here."

As Gen Z enters the workforce in ever-increasing numbers, their unique approach to work and learning is shaping a new landscape. This generation, known for its diversity, focuses on values, and educational attainment, and prioritizes continuous learning and development. Unlike previous generations, they seek practical learning opportunities that directly contribute to their career advancement. Furthermore, Gen Z thrives on interactive and engaging learning experiences, prioritizing workplaces that offer them. This focus on continuous learning goes beyond just acquiring skills; it's a core factor in their decision to stay with or leave an employer. A lack of learning opportunities and limited career mobility can be a dealbreaker for Gen Z employees. Recognizing this, organizations that prioritize learning and development through engaging and interactive programs will not only attract this valuable talent pool but also retain them for the long term (Finkelstein, J. 2023).

Theme 5: Effectiveness of communication between Gen Z employees and their employers

Gen Z presents a unique recruitment challenge for the resort industry. Their distinct values and workplace expectations necessitate a strategic shift in how resorts attract and retain talent. Let's delve into the insights gained from participants experiences:

Participant 1 was asked pertaining to the effectiveness of Communication among Gen Z and their employers or heads, He responded that,

"Most superiors are willing to hear out their employees, and being a Gen Z superior myself I am very approachable toward those who

are under my department."

When probed with similar question, Participant 3said,

"Yes, I am comfortable raising my concerns or anything to my supervisor because he actually listens to us. Unlike the previous supervisor there is a gap between him and his employees where when we raise our concerns, we will then be accused and wronged and that was year before the pandemic situation."

In like manner Participant 5 probed, He responded that,

"I only voice my concerns or opinions if it's needed, let's say as a small matter. If the concern can be solved, you don't need to report it to the higher-ups, if it cannot be solved, then that is the right time that you will report your concerns to your supervisor or manager. Also, our superiors are willing to give us some learnings, but he/she isn't approachable. In my opinion, the management should be more approachable. If someone needs help, they will approach you with no doubt".

Similarly, Participant 6 was asked, He opined that,

"Yes, we are comfortable with superiors because they are kind, but they do scold you if you make mistakes but that is where you can learn"

Research of Andrews, (2022) revealed that the modern workplace thrives on diversity, demonstrably leading to higher performance. Age diversity, in particular, boasts benefits like reduced turnover and innovative thinking. Younger perspectives help companies understand younger customers, leading to market expansion. However, managing an age-diverse team requires flexibility. Communication styles and leadership approaches need to be adjusted to ensure everyone feels valued. Gen Z, the internet generation, is a particularly important group to understand. We'll explore their communication preferences, values, and how managers can build strong relationships with them. But remember, these are generalizations; every individual is unique.

Theme 6: Leadership approach adopted by resort management and its impact on Gen Z employees.

The hospitality landscape is undergoing a transformation driven by Gen Z's distinct workplace values. Resorts need to embrace this change to stay competitive in attracting top talent. The following participant testaments and outcomes shed light on:

Participant 1 was probed about the leadership approached of the resort management and how do they impacted, He replied that,

"Here in our resort, the staff is their priority. They are giving fair salaries, and benefits, to the staff which is one reason why I am retained here and there is equal treatment, they're not just workers, but they're also family. So, the style of management here really benefits the staff, they provide healthcare. When it comes to policy, it must be adhered to, but it depends on how it will be executed. Though we can't avoid negative feedback through those there can be improvement on how we can manage the staff and create new leaders. So, there are developments for them, we have evaluations where those deserving staff will be acknowledged and we also create leader".

When probed with similar question, Participant 3 averred that,

"For me, I also think that way, I don't feel that jolly or excited to go to work anymore. I want a challenge every day, where I can adopt some learnings, so my daily routine now is very stagnant. After being in the kitchen area I would go back to the office and vice versa. The management I can say that they have no concerns over their staff."

Participant 4 was asked, he opined that,

"Though they are very strict you have freedom, but you need to follow their rules, and they have plenty of activities like sports fest, cheer dance like that."

Similarly, Participant 5 was probed, He responded that,

"Our superiors are willing to give us some learnings, but however he/she isn't approachable. In my opinion, the management should be more approachable. If someone needs help, they will approach you with no doubt."

Gen Z's surge in the workforce (particularly post-Great Resignation) is forcing businesses to adjust. Their preference for flexibility and material rewards necessitates a shift in leadership styles and talent management. Studies show creating a positive work environment, aligning company goals with Gen Z ambitions, and embracing generational diversity are crucial for attracting and retaining them. However, research often focuses on Gen Z's expectations or specific leadership styles, neglecting the interplay between the two. This study aims to bridge this gap by exploring how leadership responds to Gen Z's values and how it impacts organizational decisions. (Alam, A. 2023).

Theme 7: Gen Z Employee Attraction Factors at a Resort

The hospitality industry, including resorts, faces the challenge of attracting Gen Z workers. This generation has different values and expectations from their workplace compared to previous generations. Below are the significant stories of the participants:

Participant 1 was asked about the Gen Z attraction factors in employing the resort, He said:

" This wasn't my first choice. So, I learned to just embrace it because during my OJT/internship I was assigned at the front office so that is where I felt joy in interacting with different guests and races and that's when I embraced the role. Job hunting as a Gen Z was not all difficult, you just need a little patience and strategy."

In similar manner, Participant 4 was asked, He replied,

"I wasn't mainly attracted to work at a resort, I just want an experience to work abroad"

Similar probed was raised with Participant 5, he opined,

"Before I see myself in hospitality management. HM (Hospitality Management) because there is no board exam. Once they see your performance, while you are an OJT, you will be picked by that hotel because they see you as having potential and performance. My daily routine since I was there from the start is: first, when I wake up, I have to prepare myself mentally, like spiritually, and pray to ask for wisdom, because being a reservation is not easy because you have to build your own words about how to convince your guests."

In like manner,Participant 6 was asked, he replied that,

"After I graduated, after 6 days I started to go job hunting, and the day I applied to this resort I was immediately hired. My first job was at a hotel but I didn't retain there because of the pandemic then this resort had an urgent hiring for the front office position and I tried and I got in."

Research by Brown (2024) pointed out that the hospitality industry is facing a wave of change due to shifting consumer trends economic downturns, and the arrival of Gen Z in the workforce. This new generation has distinct preferences, making it crucial for hoteliers to revamp their management and operational strategies. To attract and retain these valuable employees, hotels need to embrace transparency, flexibility, and opportunities for growth. Fostering an inclusive environment with clear career paths and flexible work arrangements will be key in today's competitive landscape, especially considering Gen Z's large size and the ongoing staffing shortage.

Theme 8: Investment in training and development programs for Gen Z employees

To attract Gen Z talent, resorts need to revamp their training and development programs. These programs should be laser-focused on providing practical skills directly applicable to the job and incorporate continuous learning opportunities through workshops, online courses, or mentorship. Recognizing Gen Z's comfort with technology, the programs should leverage digital platforms and learning tools. Finally, to keep Gen Z engaged, resorts should offer clear career paths and opportunities to develop leadership skills, setting them apart from competitors. The detailed narratives are as follows:

When probed about the investment on training and development programs for Gen Z employees, Participant 2, disclosed that,

"In our resort before we get hired, they train you for at least a month in the department you applied for. That's where they observe you, see how you are in operations, if you can do the job. So usually in the first one or two weeks, they train you with someone else. Then after that, they slowly let you do things on your own, and see what you can handle. They're basically evaluating you to see if they should hire you or not. As a front office agent, you can't just stay stagnant with your knowledge. You need to be broad. Every day, you learn new things, and that's what you'll use the next day".

When asked about the similar question, Participant 3 replied that,

"We attended the safety awareness seminar because I'm part of the F&B department. So, I need to know the proper hygiene, etc. and the safety of the staff and guests"

Participant 4 was asked with the same probed, He opined that,

" We have 17 days of training, before you will be approved or you will be qualified to the work. There is a seminar and orientation and then rules and regulations of the company and do's and don'ts".

Mentorship programs are a proven way to boost employee development (84% of Fortune 500 companies use them!). This is especially true for Gen Z, who can become more engaged and productive with mentorship. These programs connect young professionals with experienced guides, offering them valuable insights and skills to navigate their careers. For Gen Z, ideal programs are interactive,

personalized, and accessible online, fostering mutual respect and a sense of purpose. By investing in Gen Z-friendly mentorship programs, companies invest in their future, building a talented and motivated workforce (Siegel, B. 2023).

Theme 9: Gen Z Employees Feel About Being Recognized and Appreciated at Work

Gen Z thrives on recognition and feedback more than previous generations. Frequent, specific praise highlighting their contributions and growth fosters a sense of purpose and validates their efforts. While digital channels are familiar, recognition can also come through public acknowledgment, handwritten notes, or peer appreciation. To fully engage Gen Z, resorts should combine this recognition with meaningful work that allows them to make a positive impact and opportunities to develop their skills and advance their careers. These are the highlights and main takeaways of the participants:

Participant 1 was probed, He responded that,

"The greatest accomplishment I have here is my promotion. So, I started as a front office agent to currently a duty manager. I attained my achievement based on my performance, other employees served for 5 years to 10 years, but I did my best for the company."

In like manner, Participant 2 was asked, He averred that:

"My second accomplishment is being able to handle multiple rooms and a large number of arrivals all at once. When I was at the other resort property, I handled 3 family rooms, which is a total of 12 guests. You have to be flexible and project your voice loud enough for everyone to hear. It's fulfilling because you can handle all these things at once. That's my biggest accomplishment, juggling departures, arrivals, and calls, and I could do it, I can handle it even if I'm alone."

Participant 3 was probed with similar question, He replied that,

"I started here on May 6, 2019, as a waiter food attendant. But it only took three months for me to be a food attendant because it only took the first month here for them to see that I have potential and I also got good feedback from guest's reviews. So, I was the best customer champion service then after three months I was promoted to the F&B admin, I'm the one who is in charge of all of the F&B staff but I didn't like it because it was a challenge, so life being a waiter and being in the office is different. The first award I received was the customer service award because of my performance. Here in our resort, when you are given an award whether it's big or small, they will appreciate you".

Studies by Miller, S. (2019) found high job dissatisfaction among Millennials and Gen Z (78% plan to leave their jobs in 2 years). The main reason is the Lack of recognition and financial rewards. Even small financial incentives can significantly boost their loyalty and satisfaction. This suggests a financial burden on younger generations, who rarely receive recognition and would use rewards for basic needs rather than luxuries. The study emphasizes that appreciating and financially supporting young workers can turn them into valuable assets for companies.

Theme 10: Factors influencing Gen Z employees' decision to Engage

Retaining top talent is crucial for any resort's success. These are factors that influence Gen Z employees' decisions to stay or leave. Conversely, it will explore the factors that lead to job dissatisfaction and potential turnover intentions. Through this examination, the study aims to identify key drivers of retention and develop evidence-based strategies to cultivate a work environment that fosters loyalty, attracts high-performing Gen Z talent, and minimizes employee turnover. Below are their significant stories:

When asked about the factors Influencing the Gen Z employees' decision to engage, Participant 4 said,

"I wasn't mainly attracted to work at a resort, I just want the experience of working abroad".

In lik3e manner Participant 5 was asked, He replied that,

"if there are no complaints that gives me a feeling of fulfilment because the guest is satisfied".

When probed with similar question, Participant 6 responded that,

"If there are no complaints that gives me a feeling of fulfilment because the guest is satisfied".

The main reasons for leaving include low salary, poor work environment, and management issues (Cabalcar, 2022; Kim & Uddin, 2023). Organizational socialization positively affects retention through person-environment fit, with career commitment moderating this relationship (Zhou et al., 2024). Transformational leadership, employee investment practices, egalitarian practices, work-life balance, job crafting, and sustainability were identified as significant factors enhancing engagement and stay intention among Gen Z employees (Das & Malik, 2024). Interestingly, corporate social responsibility (CSR) practices do not appear to be a significant factor in young employees' stay-or-leave decisions (Kim & Uddin, 2023). To improve retention, organizations should focus on offering effective

training, creating collaborative environments, and helping Gen Z employees develop career plans (Zhou et al., 2024). These findings provide valuable insights for organizations seeking to retain their young workforce.

Conclusion

This qualitative study provides crucial insights into Gen Z employees' work experiences in Boracay resorts, highlighting work-life balance as a paramount priority requiring flexible arrangements for enhanced satisfaction and retention. It emphasizes the importance of intuitive technology solutions to streamline operations and boost efficiency, appealing to Gen Z's digital fluency. Furthermore, a strong inclination towards continuous learning and accelerated career development necessitates proactive investment in diverse training, mentorship, and clear advancement pathways. Lastly, transparent and open communication is vital, demanding adaptable, collaborative, and empowering management styles. By strategically addressing these core preferences—balance, technology, development, and communication—Boracay resorts can cultivate a highly appealing and competitive workplace, effectively positioning themselves to attract and retain the future workforce in the dynamic international hospitality landscape. o attract and engage Gen Z talent, resorts should adapt recruitment strategies, develop practical training with continuous learning, foster open communication, offer flexible work arrangements, and embrace technology. Future studies could explore Gen Z's long-term career objectives, how resort location and facilities impact their job satisfaction, and the efficacy of various training initiatives for this generations.

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