

## Adjustment Challenges and Strategies of Working Millennials in the New Normal

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### ABSTRACT

*This study explored the adjustment of working millennials in the academe to the new normal following the COVID-19 pandemic. The study focuses on understanding how this generation adapts to changes in work settings, mental health challenges, and shifting professional demands. The goal is to offer valuable insights into supporting their well-being and efficiency in the evolving educational landscape. The study used a simple correlation research method to analyze the relationship between the profile of working millennials (age, sex, marital status, education, position, employment status, and salary) and their adjustment levels. Data was collected from 115 working millennials at Saint Louis College using a researcher-made 18-item questionnaire. The study found that most working millennials were highly adjusted to the new normal. Most participants were aged 27–30, single, female, and regular teaching staff earning Php20,000–25,000. However, financial concerns and career challenges significantly impacted their adjustment, and salary was notably related to their overall adjustment level. This is likely because salary significantly impacts the enthusiasm and drive to work hard and adjust to specific changes as the inflation rate increases over time. Millennials are also more attracted to employers offering progression opportunities and competitive wages. The study recommends pursuing postgraduate studies for career advancement, conducting seminars on adjustment and financial literacy, and implementing organizational programs to support cognitive and behavioral well-being. Financial assistance programs are also encouraged to address financial concerns effectively.*

**Keywords:** *Level of adjustment, working millennials, affect, behavior, cognition*

### INTRODUCTION

The COVID-19 pandemic brought about rapid and significant changes to the workplace, prompting a shift toward remote work, flexible schedules, and a heightened reliance on digital tools. These adjustments have presented unique challenges and opportunities, particularly for millennial workers. Millennials, born between 1981 and 1996, entered the workforce during rapid technological advancement and hold distinct values and expectations regarding work-life balance and meaningful work. The pandemic's disruption to traditional work structures has intensified the need for millennials to adapt and navigate these evolving dynamics.

Although it has been more than two years since the pandemic hit the world, it is still noticeable and evident that many are still trying to cope and adjust to the new guidelines or

so-called new normal that all people are obliged to follow. In this context, the pandemic is not just a medical situation because it also impacts individuals and society; it causes disruption, stress, worry, xenophobia, and stigma.

Javed (2020) stated that the conduct of an individual as a unit of society or a community significantly impacts the dynamics of a pandemic, including the degree of flow, severity, and aftereffects. Moreover, the fast transmission of human-to-human SARS-CoV-2 created the imposition of local, regional, and national lockdowns to prevent the disease from spreading further. Also, being isolated in society and the shutdown of educational institutions, schools, jobs, establishments, and entertainment venues forced people to stay home to help break the transmission chain. However, the stringent restrictions have had an impact on the mental health of people across the board.

The pandemic has also impacted job markets, prompting widespread changes in flexible work arrangements and centralized office settings. These approaches have set the foundation for the term "new normal," which is expected to continue in work organizations after the pandemic. According to previous studies, these new arrangements, particularly flexible work arrangements, create challenges to traditional relationships with employees and owners, work time and hours, work-life balance (WLB), and the relationship among workers in an individual manner (Vyas, 2022).

Working millennials in academia are encountering significant changes, such as the rise of remote work, increased use of digital learning tools, and a shift towards a more flexible and inclusive work environment (Elayan, 2022). Adapting to these changes is crucial for success in the modern academic landscape. These changes are reshaping traditional educational structures, encouraging innovation, collaboration, and a more diverse and inclusive approach to education. Embracing technology, flexibility, and a focus on wellbeing is vital for working millennials to thrive in this evolving academic environment.

As a result of COVID-19, there has been a change in the expectations of the emerging generations around working-from-home practices. According to the Pew Research Center (2022), 86% of adults believe today's children will expect more flexible working conditions due to COVID-19. More than a 'want,' working conditions that enable more excellent work/life balance will increasingly be an 'expectation' for the emerging generations who saw this working style widely adopted during COVID-19 (McCrindle Research, 2022). According to a study by insurance provider Manulife, more millennials, at 54%, reported better well-being in 2022, the year of the "new normal," compared to Gen Zs, at 42%. Henson (2022), chief marketing officer of Manulife Philippines, told reporters that the Gen Z children are still struggling. They struggled during the pandemic and are still working now.

In 2020, millennials are between the ages of 24 and 39 (Miller, 2020). Further, in any generation, these years can be among the most difficult of adulthood. At the younger end of the age range, many people, especially those in the middle and upper classes, have completed college relatively recently and are in the early stages of establishing their careers and families. Often, these individuals must contend for the first time with work-life balance issues. Older

millennials also may be stressed about the future, says Seawell (2023), a board-certified psychiatrist in Atlanta, Georgia. She further discussed that for individuals who enter their 40s, it is not uncommon that related events to stress are connected to retirement and long-term goal planning, career stability, possible aging concerns, and a notion of losing the "youth." Millennials are not unique in this aspect, a concern that other generations have encountered during their mid-20s to late 30s.

Furthermore, Business Insider (2020) took a look at the mental-health state of millennials ages 23 to 38; millennials have higher rates of depression than the other generation. It also stated that millennials feel that jobs are essential to their mental health. Due to longer work hours and the fact that wages are not increasing, millennials face higher rates of burnout than other generations. Most of them even get to the point of quitting their jobs to protect their mental health.

Bennett (2020) examined how millennials' turnover intention behavior is related to rewards, specifically intrinsic and extrinsic rewards. The study found that intrinsic and extrinsic rewards were associated with turnover intentions. In this regard, when millennials positively perceived rewards, they were less likely to express turnover intentions. As a result, these findings helped the researcher understand what role rewards play when motivating millennials to reduce turnover.

The COVID-19 pandemic has led to significant adjustments in the workplace, with many companies embracing remote work and flexible schedules. For millennial workers, these changes have brought new challenges and opportunities for adjustment. The psychology of adjustment for working millennials in the new normal involves understanding the unique characteristics of this generation and how they cope with change.

The pandemic changed a lot of what people often do. These changes are not that easy, and they already affected many individuals; the effects of these changes would significantly affect any aspect of life. Though it has been years since the new normal occurred, and people nowadays may have already adjusted, the researcher has observed that there are still moments when millennials tend to look back and assess themselves on coping and managing specific changes.

One of the primary challenges for millennial workers in the new normal is adjusting to the isolation and lack of social interaction that often accompanies remote work. This generation values connection and collaboration; many have struggled to maintain these relationships in a virtual environment. Another challenge for millennial workers in the new normal is managing their work-life balance. With blurred boundaries between work and home, many find it difficult to disconnect from work, potentially leading to burnout and heightened stress levels.

Understanding the psychology of adjustment for working millennials in the new normal involves recognizing these unique generational characteristics and their coping mechanisms. By supporting millennials' adjustment to this new landscape, organizations can help ensure their success and productivity in the evolving future of work.

This research study investigated and looked into the level of adjustment of the working millennials, particularly those working in academe, to the new normal. It also shows the importance and benefits to the teachers, which will help them to understand or comprehend how they are handling specific changes, the working millennials to become more aware of their mental health status, and will also help them find some ways and alternatives to cope with mental health issues amid this new normal of education. This study will also help the researcher understand the relationship between the problems or concerns millennials encounter and how they adjust. Moreover, it will serve as a basis for future researchers if they ever conduct a more comprehensive research study such as this; for future researchers, it will be used as a foundation if more infectious disease outbreaks occur again.

It has already been years since the pandemic came, and a new standard has been introduced. While people are adjusting, it is essential to be aware of one's state not only for the present situation to be more effective and efficient in any endeavors people have but also for future circumstances or challenges that may come up.

In Saint Louis College, with the gradual, partial return to offices and physical workplaces, it has been evident that employees' feelings of uncertainty during the lockdown and work-from-home mode of work could now translate into feelings of anxiety or fear not only of catching the virus on their commute or at their workplace but also fear of not being effective and efficient enough that their students might be having a hard time also to adjust. The pandemic has brought about significant changes in various aspects of one's life. From remote work to online education, it has forced many to adapt and find new ways of doing things.

Thus, the researcher investigated how working millennials adjust to the new normal brought about by the COVID-19 pandemic in the academe, particularly at Saint Louis College, City of San Fernando, La Union.

### ***Objectives of the Study***

This study aimed to determine how the working millennials adjust to the new normal in the academe, notably Saint Louis College, City of San Fernando, for the School Year 2023-2024. Specifically, the study aimed to (1) examine the millennials' profile based on age, sex, birth date, marital status, education, position, employment status, and salary, alongside their adjustment levels; (2) analyze the levels of adjustment of millennials in terms of affect, behavior, and cognition; (3) identify the challenges the working millennials are experiencing and (4) explore the relationship between the demographic factors and their level of adjustment.

## **ETHODOLOGY**

### ***Research Design***

This study employed a descriptive-correlational design, precisely a quantitative research method, to describe the characteristics of the underlying research phenomenon. By

applying quantitative research techniques as outlined by Johnson and Christensen (2019), the researchers gather valuable numerical data to assess the adjustment of millennials to the evolving work environment.

### ***Participants of the Study***

The research participants included 115 full-time working millennials of Saint Louis College, City of San Fernando, La Union. The respondents were the non-teaching personnel from different departments and the Non-Teaching Personnel for the school year 2023-2024. They were classified using data from the Human Resource Office. Total enumeration was used in this study, which is presented in Table 1.

**Table 1**  
*Distribution of Respondents*

<b>Department</b>	<b>Contractual N</b>	<b>Probationary N</b>	<b>Regular N</b>	<b>Total</b>
Elementary	1	2	11	19
Junior High School	-	2	12	17
Senior High School	1	3	12	18
College	19	10	10	49
Non-Teaching Personnel	-	6	26	42
<b>TOTAL</b>	<b>21</b>	<b>23</b>	<b>71</b>	<b>115</b>

### ***Research Instrument***

The instrument used is a researcher-made questionnaire. The questionnaire has two parts: Part I gathered data on the profile of the millennials, particularly age, sex, marital status, position, employment status, salary, highest educational attainment, and primary concern/problems. Under main concern/ problem, only one item has been chosen, which indicates their main concern/problem.

Part II looked into the level of adjustment of working millennials to the new normal, consisting of 18 statements to be answered by the respondents depending on their level of agreement with each statement. Each item falls along the three dimensions of the Level of Adjustment questionnaire. Items 2, 8, 9, 10, 16, and 18 fall under affect; items 3, 5, 6, 11, 13, and 14 fall under behavior, and items 1, 4, 7, 12, 15, and 17 fall under cognition. The respondents answered using a five-point Likert scale: not at all, rarely, sometimes, often, and very often. Thus, a pool of experts subjected the questionnaire to content validation.

The questionnaire was evaluated by three (3) experts composed of a Human Resource Officer of Saint Louis College, City of San Fernando, La Union; a faculty of the College of Arts and Sciences, Teacher Education and Information Technology; and the Head of Psychology

Program of the same institution; and an Academic Dean of the College of Arts and Sciences, Teacher Education and Information Technology of the same institution. The validators of the questionnaire were those who possess the knowledge and expertise about any aspects of human adjustments and behavior, with research experience, are Licensed Psychometricians and Psychologists, and holders of a Master's degree in Guidance and Counseling and a Doctorate. The researcher incorporated the validators' comments and suggestions in the final questionnaire to further establish the content validity upon the adviser's approval. Appendix E shows that the research tool has a validity rating of 4.28, which is described as highly valid. This denotes that the research tool positively covers all the specified validity indicators and was able to assess what it intends to measure.

### ***Data Gathering Procedure***

The researcher asked permission from the President of Saint Louis College to conduct the study. Upon approval, the researcher coordinated with the Human Resource Office regarding the respondents' names and other information. The researcher then informed the Deans of Colleges and Heads of Offices regarding the conduct of the study. Afterward, the researcher informed the respondent about the study and asked for their availability to answer the questionnaire. The researcher personally administered the questionnaire to the respondents and the retrieval.

The study's focus on full-time working millennials at Saint Louis College in the City of San Fernando, La Union, Philippines, introduces selection bias. This localized scope limits the generalizability of the findings, as millennials in the academe may face unique experiences and challenges distinct from those in other sectors, such as corporate, government, or entrepreneurial settings. Consequently, the results may not accurately represent the broader population of working millennials, potentially overemphasizing adjustment challenges or strengths unique to the academe. Furthermore, response bias is a concern despite measures to ensure anonymity and confidentiality. Respondents might have answered in ways they believed to be socially desirable or aligned with the researcher's expectations, possibly overstating their adjustment to the new normal to appear more resilient or minimize perceived weaknesses.

### ***Data Analysis***

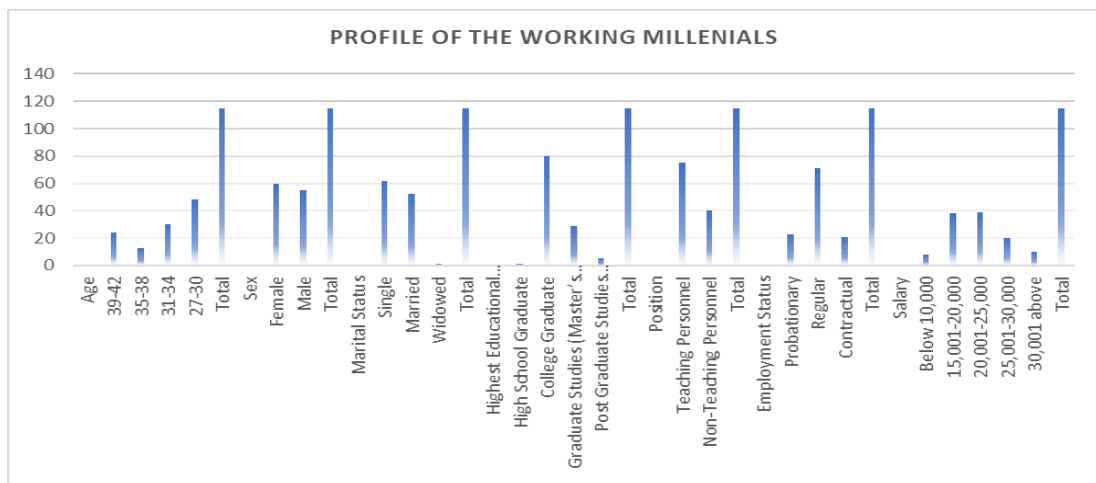
The following statistical tools were utilized to treat the data gathered: Frequency and percentage were used to determine the profile of the millennials, including their main concern/ problem; Mean was used to determine the level of adjustment of working millennials; and Simple Correlation Analysis was used to look into the relationship between the profile and the level of adjustment of working millennials to the new normal.

## RESULTS AND DISCUSSIONS

This section presents the results of the study. The current study sought to determine the Level of Adjustment of Working millennials in the new normal, the distribution of the participants in terms of demographic profile, and the relationship of profile variables to their level of adjustment and its dimensions. The following findings were derived through the meticulous processing and analysis of the data.

### 1. Profile of the Participants

Figure 1 presents the profile of working millennials by age, sex, marital status, highest educational attainment, position, employment status, and salary.



**Figure 1**  
*Profile of the Working Millennials*

Many respondents (48 or 41.74%) belong to the old age bracket. The majority (60 or 52.17%) are female working millennials and are single. Most of them (80 or 69.56%) are college graduates who are teaching personnel (75 or 65.22%) and are regular employees (71 or 61.74%). Moreover, a large percentage of the respondents (39 or 33.91%) have a salary ranging from Php20,001 to Php25,000.

### 2. Level of Adjustment of Working Millennials

Table 2 shows the level of adjustment millennials work in terms of effect.

The table reveals that the overall level of adjustment of working millennials in terms of affect is High, as indicated by the mean score of 3.46. This implies that in terms of affect or

feelings, millennials have already overcome the feelings that would prevent them from adapting to the new normal; millennials have already adjusted.

Moreover, among all the items under the Affect dimension, item 16 obtained the highest mean rating based on the computed sub-mean of 4.14. The respondents are Often satisfied with the support system they have from their family, friends, and colleagues that help them cope with apprehensions.

**Table 2**  
*Level of Adjustment of the Working Millennials in terms of affect*

Items	Mean/ Descriptive Rating
2. I do not feel any fear of adjustment and anxiety in the new normal.	3.45/ Often
8. I have not felt any fatigue and/or burnout during the transition.	2.96/ Sometimes
9. I can cope with burnout and/or the stress of adjusting to the new normal, both mentally and emotionally.	3.49/ Often
10. I don't feel anxious, irritable, or uneasy during the transition.	3.10/ Sometimes
16. I am very much satisfied with the support system I have from my family, friends, and colleagues that helps me cope with apprehensions.	4.14/ Often
18. I don't feel any worries about being infected or sick.	3.64/ Often
<b>Overall Mean</b>	<b>3.46/ High</b>

*Norms:*

<i>Item Descriptive Rating</i>	<i>Statistical Range</i>	<i>Overall Descriptive Rating</i>
<i>Very Often</i>	<i>4.21-5.00</i>	<i>Very High</i>
<i>Often</i>	<i>3.41-4.20</i>	<i>High</i>
<i>Sometimes</i>	<i>2.61-3.40</i>	<i>Moderate</i>
<i>Rarely</i>	<i>1.81-2.60</i>	<i>Low</i>
<i>Not at all</i>	<i>1.00-1.80</i>	<i>Very Low</i>

This implies that working millennials are highly adjusted in satisfaction with their support systems. However, item number 8 obtained the lowest among all the items under the affect dimension with a sub-mean of 2.96. This means that the working millennials still need to fully adapt to the transition because they still feel fatigue and/or burnout. On the other hand, it was also seen that they still feel anxious, irritable, or uneasy during the transition. This may be because it was just a year ago when the transition started, and many are still being changed as the institution is also coping with the change or transition. The pandemic forced many organizations to adopt remote work policies and virtual workspaces, a change that most millennials enjoyed (Miller, 2020). Remote work gives some reprieve and doesn't hinder the millennials from being the most burnt-out generation in the present. Here, being flexible is nice. However, remote work might make it harder for people to disconnect.



Table 3 shows the level of adjustment of working millennials in terms of behavior. As shown in the table, the overall level of adjustment of working millennials in terms of behavior is High, with a mean of 3.84. This indicates that working millennials are already mostly adjusted so that they can move freely, socialize, and adapt to what they call work-life balance.

**Table 3**  
*Level of Adjustment of the Working Millennials in terms of behavior*

Items	Mean/ Descriptive Rating
3. I can get through or lack of social contacts; able to interact with a few people regularly.	3.64/ Often
5. I am open to contacting my co-workers with any questions or concerns and finding out how to get help in any matter.	4.14/ Often
6. I can quickly learn the new modes of school operations/ policies and be able to apply and put them into action.	4.19/ Often
11. I can finish what I should and have the energy to do what I should accomplish.	3.73/ Often
13. I can maintain my work-life balance by having time management skills, taking breaks, etc.	3.51/ Often
14. I can change some techniques to prioritize my mental and behavioral health while acclimating to a new routine.	3.80/ Often
<b>Overall Mean</b>	<b>3.84/ High</b>

Moreover, among all the items under the behavior dimension, item 6 obtained the highest mean rating based on the computed sub-mean of 4.19. This means that working millennials can quickly learn the new modes of school operations/ policies and apply and put them into action. This may be triggered by their will to do better and to finish their given task as change or the transition is something that they should be serious about. On the other hand, item number 13 obtained the lowest rating with a sub-mean of 3.51. Item 13 specifies maintaining work-life balance by managing time, taking breaks, or doing something you like to do instead of doing what you need to do; it is one's blending of personal and professional responsibilities.

This opposes the survey result of Deloitte (2023) on Millennials, which reveals workplace progress despite new setbacks. The survey suggests that millennials are rethinking the role of work in their lives, and work/life balance remains a top priority, with flexible work arrangements among them. Also, when the COVID-19 pandemic was present, the data identified how millennials' experiences in the workplace have changed. They emphasized that while the pandemic left significant negative legacies, it also ushered in positive workplace trends. The survey focused on the broad perspective of generational progress regarding their feelings about what their employers have made, where there is still work to do, and where

potential setbacks may occur. Moreover, it explores how millennials continue to make lifestyle and career decisions based on their values. Millennials value exciting work and an excellent work-life balance. They do not believe that excessive work demands are worth sacrifices in their personal lives.

**Table 4**  
*Level of Adjustment of the Working Millennials in terms of cognition*

Items	Mean / Descriptive Rating
1. I can quickly expend significant energy and effort to understand the post-pandemic workplace.	4.05 / Often
4. I am optimistic, and things will be challenging and will continue to change, but we are working together.	4.10/ Often
7. I acknowledge and recognize the difficulties posed by COVID-19, yet identify the opportunities this provides on an organizational, team, and individual level.	4.19/ Often
12. I fully accept that change, such as the transitioning takes time.	4.03/ Often
15. I am open to new experiences and actively seek new ones.	4.05/ Often
17. I have gained the skills and knowledge necessary to adapt, which is helping me to cope easier during the transition.	4.02/ Often
<b>Overall Mean</b>	<b>4.08/ High</b>

Table 4 presents the level of adjustment of working millennials regarding cognition. The table reveals that the overall level of adjustment of working millennials in terms of cognition is highly adjusted, as indicated by the mean score of 4.08, which is interpreted as High. This means that the working millennials have adjusted how they think and consider during the transition. This indicates further that millennials think more wisely even after the pandemic. With many setbacks, delays, and obstructions, they could cope and think even wisely for their own sake and stability. This supports the study of Filby (2023), which found that millennials used the pandemic as a real turning point where they may start to make different choices regarding where they live and how they work.

Moreover, among all the items under the cognitive dimension, item 7 obtained the highest mean rating based on the computed sub-mean of 4.19. This indicates that the respondents often acknowledge and recognize the difficulties posed by the COVID-19 pandemic yet identify the opportunities this provides on an organizational, team, and individual level. On the other hand, item number 17 obtained the lowest rating with a sub-mean of 4.03. The item indicates that they believe they have gained the skills and knowledge necessary to adapt, which helps them cope more efficiently during the transition. This means that some working millennials still need to be more confident and content with what they

already know to adapt to the transition. Additional seminars and/or training might help them in this dimension.

Table 5 summarizes the Level of Adjustments, such as the effect, behavior, and cognition.

**Table 5**  
*Summary Table of the Level of Adjustment*

Indicators	Mean/ Interpretation
Affect	3.46 /High
Behavior	3.84 /High
Cognition	4.08 /High
<b>Overall Mean</b>	<b>3.79 /High</b>

It has been shown that the highest mean belongs to cognition, with a mean of 4.08. On the other hand, the least mean belongs to affect dimension with a mean of 3.46.

The main concern/ problem of the working millennials has been considered in this study to determine what specific areas of concern confront them that somehow could affect their adjustment.

### 3. Challenges of Working Millenials

Table 6 shows the main concerns/ problems the working millennials are experiencing.

**Table 6**  
*Main Concerns/ Problems Working Millenials*

Main Concern/ Problem	F	%
Financial Concerns	48	41.74
Career Concerns	24	20.87
Physical Health Concerns	18	15.65
Mental Health Concerns	11	9.56
Family-related Concerns	6	5.22
Social-related Concerns	5	4.35
Spiritual-related Concerns	3	2.61
<b>Total</b>	<b>115</b>	<b>100.00</b>

A significant percentage (48 or 41.74%) of the working millennials have Financial Concerns. Millennials fear their financial situations will worsen or stagnate over the next year. This leads to extra stress about finances, which can lead them to work harder and end up burnt out. This contradicts the study of Brazil (2021), which states that the problem/ concern millennials will encounter from 2022 and beyond is Career concerns followed by financial

issues, family, and returning to work in the office. This implies that the prominent concern/problem working millennials face nowadays is financial-related concerns. This may be because of the inflation rate and the slow progress of salary increases for some companies or establishments still recovering from their losses.

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The finding that financial concerns are a significant issue for working millennials, leading to stress and burnout, aligns with the study of Chan (2021), which identifies the lack of career development opportunities as a significant concern. While the latter focuses on the absence of integrated workforce planning and unequal participation in career development activities, these factors contribute to financial stress by limiting salary growth and career advancement. Both studies indicate that organizations recovering from the pandemic may not prioritize salary increases, exacerbating financial concerns.

Moreover, the current research shares similarities with the findings of Paguirigan, Paguirigan, and Ablog (2020), highlighting stress, challenges, and the need for support during the transition to the new normal. Working millennials face heightened stress from financial concerns, while special education teachers struggle with the challenges of distance learning. Both groups need support: millennials seek financial stability and work-life balance, while teachers call for professional development and resources to better navigate the new teaching environment.

Similarly, in their research, Fabregas and Taban (2023) emphasize stress, challenges, and the importance of support and professional development. While working millennials face financial stress, teachers experience stress from adapting to new teaching strategies. In both cases, support from colleagues, administrators, and the community is crucial in alleviating challenges. Additionally, both groups value continuous learning and reflection: millennials seek better work-life balance and financial stability, while teachers rely on professional development and feedback to improve their teaching strategies.

The correlation coefficients showing the relationship between the profile and level of adjustment of working millennials are shown in Table 7.

#### 4. Relationship between the demographic factors and their level of adjustment.

The table above shows that the level of adjustment of working millennials in the new normal in terms of affect and their age, sex, marital status, position, employment status, salary, and highest educational attainment have no significant relationship. The losses and struggles of working millennials during the pandemic may impact them doing better and striving harder not to feel what they already felt during the pandemic. Although some millennials may feel burnt out and anxious, they may have enough motivation to adjust and adapt to the new normal.

**Table 7**  
*Correlation Coefficient between the Profile and the Level of Adjustment*

Variables	Affect		Behavior		Cognition	
	r-value	p-value	r-value	p-value	r-value	p-value
Age	0.810	0.671	0.55	0.912	1.013	0.449
Sex	0.963	0.503	0.95	0.521	0.563	0.896
Marital Status	1.636	0.074	0.94	0.523	0.995	0.467
Position	1.271	0.231	0.83	0.645	0.913	0.552
Employment Status	1.570	0.091	2.74	0.001*	1.834	0.040*
Salary	1.512	0.111	1.10	0.363	1.825	0.041*
Highest Educational Attainment	0.988	0.476	0.75	0.742	1.120	0.349

\* Correlation is significant at the 0.05 level

The table further shows a significant relationship between the profile, particularly employment status, and the level of adjustment of working millennials in terms of behavior in the new normal. The level of adjustment of working millennials in the new normal in terms of behavior and their age, sex, marital status, position, salary, and highest educational attainment do not have a significant relationship. However, employment status and their level of adjustment in terms of behavior have a significant relationship. This implies that the working millennials' employment status affects how they behave and act during the transition. This may be because regular employees receive more benefits than contractual employees as they have more to expect compared to contractual employees, who have fewer opportunities to grow and, in some instances, to save for their future.

On the other hand, the workload or the other assignments given to the working millennials, particularly the teaching personnel, depend on their status. Regular employees can be given as much as 30 to 33 loads, whereas contractual employees only have a maximum of 21 to 24 units. Moreover, leave benefits, scholarship benefits, and more also matter. This may affect employees' motivation to work harder and drive them to finish what they must.

The table also shows the significant relationship between the profile and the level of adjustment of working millennials in the new normal in terms of cognition. The level of adjustment of working millennials in the new normal in terms of behavior and their age, sex, marital status, position, and highest educational attainment have no significant relationship. The level of adjustment of working millennials in the new normal and their employment status and salary has a significant relationship. This result indicated a significant relationship between the level of adjustment of working millennials in the new normal regarding cognition when grouped according to employment status and salary.

The study emphasizes the high adjustment levels of working millennials across affect, behavior, and cognition. However, the finding that salary significantly relates to the overall adjustment level suggests that financial stability may influence work-life balance. This aligns with research like Bhat et al. (2023), which explores the complexities of work-life balance in telecommuting, emphasizing the potential for work intensification and role conflict.

This means that the employment status, such as being a regular or contractual employee, and the salary significantly affect how the working millennials think. Status and salary mostly speak about the reward an employee gets after a job is done or as compensation for the work rendered. This may be one of the motivations employees think to work harder.

The overall correlation coefficients showing the relationship between the profile and level of adjustment of working millennials are shown in Table 8.

The table shows the significant relationship between the profile and the level of adjustment of working millennials in the new normal. The level of adjustment of working millennials in the new normal in terms of behavior is not significantly related to their age, sex, marital status, position, employment status, and highest educational attainment.

**Table 8**

*Overall Correlation Coefficient between the Profile and the Level of Adjustment of Working Millennials in the New Normal*

<b>Variables`</b>	<b>r-value</b>	<b>p-value</b>
Age	0.809	0.742
Sex	0.650	0.910
Marital Status	1.032	0.440
Position	1.012	0.466
Employment Status	1.586	0.051
Salary	1.736	0.025*
Highest Educational Attainment	1.271	0.194

*\*. Correlation is significant at the 0.05 level*

Millennials quickly adapt to change and adjust (Deskbird, 2023). This can involve working with new team members or integrating a modern working method such as remote work. This generation is open-minded and, as we said, eager to try and learn new approaches.

However, a significant relationship was revealed between working millennials' adjustment level in the new normal and their monthly salary. This study confirms that financial concerns are a significant factor impacting millennial adjustment. This aligns with broader research highlighting millennial financial stress, particularly exacerbated by economic uncertainties and the rising cost of living. Ng, Schweitzer & Lyons (2022) emphasize the heterogeneity in work attribute preferences among millennials, suggesting that factors like age, gender, and relationship status influence how they prioritize work-life balance and financial stability.

To come up with an output, the researchers conducted a thorough examination based on the result of this study. The primary basis for proposing are the main concerns, level of adjustment, and variables with a significant relationship with the adjustment of working millennials. The researchers proposed a seminar-workshop plan for adapting to change as an output. The contents and focus of the proposed seminar-workshop are based on the study results, particularly the lowest points, such as overcoming fatigue and burnout under the affect dimension, work-life balance under the behavior dimension, and additional knowledge, awareness, and familiarity under the cognition dimension.

Adaptation is crucial for millennials in a rapidly changing world. With technological advancements and evolving social dynamics, millennials must be flexible and open to change. Adapting allows them to navigate uncertainty, seize opportunities, and stay relevant in a dynamic landscape. It is a valuable skill that empowers millennials to thrive amidst constant transformation. Millennials often face multiple career changes throughout their lives. Adapting to new industries, technologies, and job roles enables them to stay competitive and seize emerging opportunities. One perfect example was when the pandemic hit and different working styles were introduced. This indeed affected many, and there will still be more abrupt changes.

The proposed program is titled "Millennial Maverick: Mastering the Art of Adaptation in Rapidly Changing World and Financial Education Workshop." There will be four sessions to be included in the activity. The first session will be all about the power of flexibility and adapting their skills and mindset for success. This recognizes the value of being flexible in both skills and mindset and understanding how to adapt to stay relevant and succeed in a rapidly changing world. The second session will be about embracing change as a strategy for thriving in a dynamic environment, understanding the importance of embracing change, and developing strategies to cope and thrive. Third will be the art of continuous learning, adapting, and growing amidst the changing landscape. This is for the working millennials to embrace continuous learning and personal growth, recognizing the importance of adapting to new knowledge and skills to thrive in a changing world. Lastly, the fourth session will be about the

financial education workshop that will provide the participants with knowledge and skills related to personal finances and money management.

## **CONCLUSIONS**

This study offers an in-depth analysis of the working millennials at Saint Louis College, focusing on their adjustment levels, financial concerns, and the interplay between salary and overall well-being. Based on the findings, most working millennials are predominantly single young adult women who are college graduates, occupying permanent teaching positions, and earning a salary within the range of ₱20,000 to ₱25,000. These findings highlight the need for targeted institutional support to address this demographic's academic challenges. Despite financial and professional pressures, the respondents exhibit high adjustment levels across affective, behavioral, and cognitive dimensions, demonstrating their capacity to adapt to their roles and responsibilities. However, a significant percentage of respondents report financial concerns that directly impact their adjustment, emphasizing the importance of addressing financial well-being as an integral part of employee support programs. The study also reveals a significant relationship between salary and adjustment levels, suggesting that financial stability is critical to employee well-being and underscoring the necessity of equitable compensation practices. To further enhance the adjustment levels of working millennials, the study proposes a capability program to equip employees with the skills and strategies required to navigate workplace challenges effectively.

## **RECOMMENDATIONS**

The institution can adopt several initiatives to support its millennial employees' well-being and professional success. First, encouraging postgraduate studies can enhance promotion opportunities and address financial concerns. This can be achieved by establishing partnerships with universities to negotiate reduced tuition fees or scholarships, providing financial assistance through loans or grants, and adjusting workload expectations for employees pursuing further education by offering flexible scheduling or course release time. Second, sustaining high levels of affect, behavior, and cognition adjustment is crucial. Institutions can conduct stress management and resilience workshops to equip employees with coping mechanisms, develop tailored training programs focusing on work-life balance and skill enhancement, and create a culture of open communication to encourage feedback and support. Addressing financial concerns through financial literacy programs is another essential step. Workshops on personal finance can cover topics like budgeting, saving, investing, and debt management. Partnerships with financial institutions can provide access to financial advisors, and institutions can develop accessible resources such as online modules and printed materials. Additionally, implementing mental health initiatives is vital. Access to mental health professionals, confidential counseling services, and workshops on mental



health awareness and stress management can promote a culture of well-being and support employees' mental health needs.

The proposed seminar-workshop, titled "*Millennial Maverick: Mastering the Art of Adaptation in a Rapidly Changing World and Financial Education Workshop*," can further enhance adaptability by incorporating interactive activities, inviting guest speakers, and offering follow-up sessions to provide ongoing resources and guidance. Establishing a structured mentorship program is also critical for professional development. Connecting experienced employees with millennial staff through a structured program featuring clear goals, regular meetings, and feedback opportunities can provide guidance and support for career advancement. By implementing these comprehensive initiatives, the institution can demonstrate its commitment to fostering millennial employees' well-being, engagement, and professional growth, ultimately contributing to increased job satisfaction and retention.

#### **ETHICAL STATEMENT**

Research ethics were adequately observed during the study with approval issued by UNP Ethics Review Committee AN 2023-080. The respondents were asked for permission to gather data. The researchers protected the information/data gathered from the participants. The data was stored in a document file with encryption only the researcher would know. The researchers had no conflict of interest with any group, sponsor, or anybody. Furthermore, the study maintained that no conflict of interest existed, whether financial, familial, or proprietary. This was considered to ensure that the study would not cause any bias or unfairness at any point in the research, thus ensuring that only the proper step or procedure was undertaken.

#### **ACKNOWLEDGMENT**

The researchers extend their heartfelt gratitude to Dr. Erwin F. Cadorna, President of the University of Northern Philippines, for his unwavering support in maintaining high educational standards; Dr. Rolando B. Navarro, Vice-President of Academic Affairs, for inspiring students to pursue quality education; Dr. Remedios T. Navarro, College Dean, and the Panel of Examiners for their wisdom; Mrs. Glenny Angellica B. Barrientos and Mrs. Sarah M. Alcayaga for their expertise; Dr. Eva Marie C. Avila and Mr. Mhark Jay O. Benitez for their valuable contributions; and Saint Louis College for their support. Special thanks to the respondents for their time and honesty and the researchers' families for their continuous encouragement.

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