



REVIEWER'S REPORT

Manuscript No.:IJAR-56516

Title:Generational Perspectives and Differences in Workplace Job Satisfaction: A Descriptive Secondary Data Analysis

Recommendation:

- Accept as it is
- Accept after minor revision Yes**
- Accept after major revision
- Do not accept (*Reasons below*).....

| Rating | Excel. | Good | Fair | Poor |
|----------------|--------|------|------|------|
| Originality | | yes | | |
| Techn. Quality | yes | | | |
| Clarity | | yes | | |
| Significance | | yes | | |

Reviewer'sName -Dr. Himanshu Gaur

Detailed Reviewer'sReport

The manuscript titled “**Generational Perspectives and Differences in Workplace Job Satisfaction: A Descriptive Secondary Data Analysis**” explores an important topic in organizational behavior by examining differences in job satisfaction across **Generation Z, Millennials, and Generation X**. The study is relevant given the increasing presence of multiple generations in today’s workforce and the need for organizations to understand varying work values, expectations, and engagement levels. By utilizing **secondary data from reputable international sources such as Gallup, Deloitte, the OECD, and The Conference Board**, the research provides a broad perspective on generational workplace trends and job satisfaction patterns. The findings indicating that **Generation X reports relatively higher job satisfaction compared to Millennials and Generation Z**, while younger generations place greater emphasis on **purpose, flexibility, and psychological well-being**, offer useful insights for organizations seeking to design inclusive workplace policies and employee engagement strategies. The study contributes to the discussion on generational differences in work attitudes and highlights the importance of adapting organizational practices to meet evolving workforce expectations. However, the manuscript would benefit from several improvements. The **methodology section should provide clearer details regarding the selection criteria of secondary data sources, the time period covered, and the analytical approach used for comparing the datasets**. Additionally, the **discussion could be strengthened by integrating more academic literature on generational theory and workplace satisfaction** to support the interpretations of the findings. **Minor language, formatting, and clarity revisions** are also recommended to enhance readability and academic rigor. Overall, the paper addresses a relevant and contemporary issue in workplace studies, but **minor revisions related to methodological transparency, literature integration, and language refinement** are recommended before publication.