

## Generational Differences in Communication and Collaboration Competencies Among Nurses in a Level II Hospital

Jennifer M. Pabuaya

<https://orcid.org/0009-0002-9892-587>

St. Bernadette Lourdes College

[jpabuaya@sbllc.edu.ph](mailto:jpabuaya@sbllc.edu.ph)

### ABSTRACT

*This research examined how various age groups of nurses collaborate and interact with one another at a Level 2 hospital in San Jose del Monte, Bulacan. Eighty nurses participated in the study and completed standardized questionnaires. The data was analyzed by the researchers using one-way ANOVA, weighted mean, frequency, and percentage. According to the study, nursing professionals in their entry-level roles who are Millennials or Generation Z exhibit advanced skills in all aspects of collaboration and communication, including teamwork, technological adaptability, and verbal, interpersonal, and digital communication. The ANOVA results indicated no discernible differences in the skills of the various generational groups. The research study demonstrates the significance of communication and teamwork skills. The study suggests that age differences have no substantial impact on communication and cooperation capacities, as these capacities are developed through shared job training, workplace culture, and the business environment. The study demonstrates that intergenerational nursing teams operate successfully when companies use varied inclusion methods with full engagement from all staff members. The study proposes that healthcare institutions adopt standardized techniques to improve intergenerational cooperation within teams.*

**Keywords:** *Generational differences, communication competencies, collaboration competencies, multigenerational nursing workforce, Level II hospital, nursing administration*

### INTRODUCTION

The Baby Boomers (1946–1964), Gen X (1965–1980), Millennials (1981–1996), and Gen Z (1997–2012) who work together in hospitals are examples of how nursing has become even more diverse than ever. The values, work patterns, and communication techniques of the various age groups vary depending on the particular era and society in which they were reared. Healthcare may become more innovative and creative as a result of this generational diversity, but it may still present challenges, particularly in cooperation and communication (Emory et al., 2022).

In practice, this has major implications for the healthcare system. Hospitals depend on teamwork and effective communication for patient safety and quality care. When differences in age cause these processes to be disturbed, it can affect the transfer of patients, cooperation with other professionals, and the overall effectiveness of nurses’

Statement Of the Problem

The main objective of this study was to determine the generational differences in communication and collaboration competencies among nurses in a Level 2 hospital.

Specifically, it sought to answer the following questions:

1. What is the level of communication competency of the respondents when grouped according to their generation (Baby Boomers, Generation X, Millennials, and Generation Z)?
2. What is the level of collaboration competency of the respondents when grouped according to their generation (Baby Boomers, Generation X, Millennials, and Generation Z)?
3. Is there a significant difference in the communication and collaboration competency of the respondents when grouped according to their generation?

### **Scope and Delimitations**

The scope of this study is to evaluate generational differences in nurses' communication and collaboration skills at a particular Level 2 private hospital in San Jose del Monte, Bulacan. The research is mainly concentrated on figuring out the communication and collaboration competencies' levels of the four generations: Baby Boomers, Generation X, Millennials, and Generation Z. The main limitations of the study are essentially the geographical and institutional setting as it is being conducted in one Level 2 hospital in Bulacan only, thereby the results may not be representative of other hospital levels or healthcare facilities in different regions

### **Review Of Related Literature**

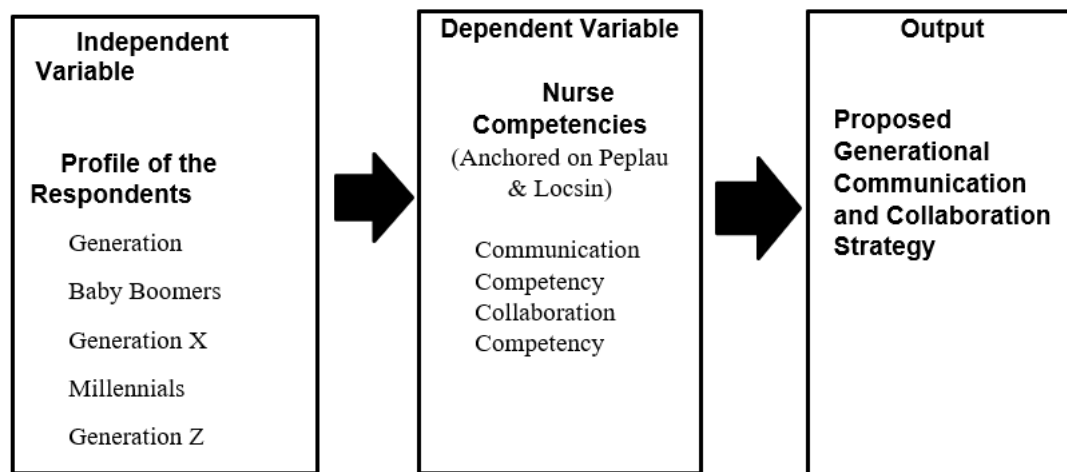
Generational diversity is a major factor influencing nurses' communication modes and styles, leading to "digital divides" in the clinical environment. A study points out that Gen Z and Millennial nurses, being "digital natives, " prefer to communicate quickly, through short texts (perhaps even in emojis), and asynchronously using features in mobile apps and electronic health records (Jiao et al., 2023). Such differing preferences can cause a breakdown in operations, and thus important information might be lost if the communication method does not meet the recipient's expectations.

Communication and Collaboration variables based on the support of Hildegard Peplau's Interpersonal Relations Theory. Peplau sees nursing as "a significant, therapeutic, interpersonal process" (Peplau, 1952). The nurse-patient relationship is the main focus of her theory. However, its principles of orientation, identification, exploitation, and resolution equally fit the collaborative relationship between nurses

### **Conceptual Framework**

The framework of this study is illustrated in Figure 1, utilizing the Independent Variable-Dependent Variable (IV-DV) model.

The framework of this study is illustrated in Figure 1, utilizing the Independent Variable-Dependent Variable (IV-DV) model.



## METHODOLOGY

### Research Design

This research was conducted through a quantitative, non-experimental research approach. The study employed a descriptive-comparative method.

### Research Steps

The data gathering process began with securing approval from the hospital administration and obtaining ethical clearance. After identifying the respondents through stratified random sampling, the researchers explained the study's purpose and obtained informed consent from each participant. A validated questionnaire was then distributed to collect data on nurses' communication and collaboration competencies. Upon completion, the questionnaires were gathered, checked, and organized for analysis. The collected data were coded and analyzed using appropriate statistical tools to determine competency levels and identify significant differences among generational groups of nurses.

### Data Analysis

Frequency and percentage were used to describe the demographic profile of the respondents, while weighted mean was employed to determine the level of communication and collaboration competencies. To identify whether significant differences existed among the generational groups of nurses, a One-Way Analysis of Variance (ANOVA) was conducted. These statistical methods enabled the researchers to accurately analyze the data and address the study's research questions.

### Ethical Considerations

The study adhered to ethical standards, including obtaining informed consent and complying with the Data Privacy Act of 2012.

---

## RESULTS AND DISCUSSION

### **SOP 1: What is the level of communication competency of the respondents when grouped according to their generation (Baby Boomers, Generation X, Millennials, and Generation Z)?**

The Level II hospital clinical environment assessment, as shown in Table 2.1, indicates how well the respondents performed in verbal and interpersonal communication skills. The complete data set shows an exceptionally high average weighted mean of 3.83, which falls within the "Always" or "Highly Competent" category.

### **SOP 2: What is the level of collaboration competency of the respondents when grouped according to their generation (Baby Boomers, Generation X, Millennials, and Generation Z)?**

The extremely small difference between the maximum value of 4.00 and the minimum of 3.81 demonstrates how united the nursing workforce is. This is a sign that the clinical procedures within the institution, as well as common objectives within the profession, are successful in overcoming natural differences among generations within the hospital's workforce. Instead of facing organizational conflict, the hospital staff acts like one cohesive unit within the clinic.

### **SOP 3: Is there a significant difference in the communication and collaboration competency of the respondents when grouped according to their generation?**

The analysis leads to a statistical decision which requires researchers to maintain their null hypothesis about the communication collaboration variable. The results show that the nursing respondents' ability to collaborate effectively remains unchanged across different generational categories.

## **SUMMARY**

The study found that nurses from different generations demonstrated high levels of communication and collaboration competencies. No significant differences were observed among Baby Boomers, Generation X, Millennials, and Generation Z nurses. These findings suggest that generational differences do not affect nurses' ability to work and communicate effectively, highlighting the importance of shared professional values and teamwork in the healthcare setting.

## **CONCLUSION**

The research findings demonstrate that generational classification does not prevent communication and collaboration between people at this Level II hospital facility. The nursing workforce maintains consistent collaborative and communicative behavior, which is independent of their year of birth. Hospital administrators and nursing leaders should not create generation-specific programs because development programs need to focus on skills that benefit the entire team, which includes multiple generations.

## RECOMMENDATIONS

In light of the findings and conclusions drawn from this study, establish a Structured Mentorship Program and promote an intergenerational workplace culture. Since all age groups demonstrate equal excellence in communication and collaboration, leadership must continue building an inclusive environment. The organization should design its policies and team assignments to enable intergenerational work, as this approach will help teams achieve their goals by leveraging shared abilities.

## ACKNOWLEDGMENTS

We express our gratitude to all individuals who provided assistance in completing this research. We would also like to express our gratitude to our colleagues and friends for their unwavering encouragement, support, and valuable comments over the entire process. Ultimately, our families warrant gratitude for their enduring patience and unwavering support throughout the entire process. These individuals contributed to the feasibility of this research.

## AI DECLARATION STATEMENT

AI tools were used only for grammar and formatting support. All data collection, analysis, and interpretation were conducted solely by the authors.

## REFERENCE

- Abujaber, A. A., Nashwan, A. J., Santos, M. D., Al-Lobaney, N. F., Mathew, R. G., Alikutty, J. P., Kunjavara, J., & Alomari, A. M. (2024). Bridging the generational gap between nurses and nurse managers: a qualitative study from Qatar. *BMC Nursing*, 23(1), 623. <https://doi.org/10.1186/s12912-024-02296-y>
- Chu, K.-M., Shun, S.-C., Huang, C.-Y., Lin, L.-H., Hsu, H.-C., & Cervený, M. (2025). Growth and generation inclusion: From Generation X nurse managers' leadership experience for Generation Z nurses. *Journal of Nursing Management*, 2025. <https://doi.org/10.1155/jonm/8430633>
- Emory, J., Lee, P. B., Kippenbrock, T., Boyd, T., Chen, L., & Harless, L. (2022). Commitment, job satisfaction and personality: A cross sectional study of generational cohorts in nursing students. *Journal of Professional Nursing*, 40, 42-47. <https://doi.org/10.1016/j.profnurs.2022.02.010>
- Jiao, W., Chang, A., Ho, M., Lu, Q., Liu, M. T., & Schulz, P. J. (2023). Predicting and empowering health for Generation Z by comparing health information seeking and digital health literacy: Cross-sectional questionnaire study. *Journal of Medical Internet Research*, 25, e47595. <https://doi.org/10.2196/47595>
- Sanches, R. S., Silva, A. F., Camelo, S. H. H., Santos, F. C. S., & Silva, M. C. N. (2024). Generational diversity in the nursing practice environment: A systematic review. *BMC Nursing*, 23(1), 112. <https://doi.org/10.1186/s12912-024-02607-3>

- 
- Sehularo, L. A., Molato, B. J., Mokgaola, I. O., & Gause, G. (2021). Coping strategies used by nurses during the COVID-19 pandemic: A narrative literature review. *Health SA Gesondheid*, 26, 1652. <https://doi.org/10.4102/hsag.v26i0.1652>
- Smith, J. G., & Tobiano, G. (2023b). What are ‘emerging methodologies’ in nursing research? Our perspectives as early career researchers. *Journal of Advanced Nursing*, 79(11), 4091–4093. <https://doi.org/10.1111/jan.15876>
- Sweet, J., & Swayze, S. (2017). The Multi-Generational Nursing Workforce: Analysis of Psychological Capital by Generation and Shift. *Journal of Organizational Psychology*, 17(4). [http://www.na-businesspress.com/JOP/SweetJ\\_17\\_4\\_.pdf](http://www.na-businesspress.com/JOP/SweetJ_17_4_.pdf)
- Sytnik, I., Franke, E., & Stopochkin, A. (2025). Intergenerational differences in the perception of the assumptions of individual organizational management models in the context of sustainable development. *Sustainability*, 17(15), 6776. <https://doi.org/10.3390/su17156776>
- Zahra, Y., Handoyo, S., & Fajrianthi, F. (2025). A comprehensive overview of Generation Z in the workplace: Insights from a scoping review. *SA Journal of Industrial Psychology*, 51. <https://doi.org/10.4102/sajip.v51i0.2263>