

The Role of Generational Differences in Shaping Team Dynamics among Nurses in Selected Level 1 Hospitals in Rizal: Basis for Strategic Intergenerational Collaboration

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ABSTRACT

This study analyzed how generational differences influence team dynamics among nurses in select Level 1 hospitals in Rizal, Philippines as basis for future strategic leadership programs. Applying a descriptive, comparative and correlational research design, the study employed a survey to 54 purposively selected registered nurses in different clinical units. Data were collected through a standardized questionnaire and were subjected to weighted mean, Pearson Product-Moment Correlation, and One-way ANOVA analyses. It was discovered that the respondents were a young population, comprising Generation Z (51.9%) and Millennials (40.7%). Although team dynamics as a whole was perceived to be high, teamwork had the highest score while communication had the lowest. There is a strong, significant positive relationship between perceived generational differences and team dynamics. Nevertheless, ANOVA yielded no statistical differences in perceptions of team dynamics between generations ($p = 0.860$), which demonstrates that the closely knit and hierarchical organizational setup of Level 1 hospitals works as an equalizer for professionals. Misalignment in attitudes toward work became the key impediment to successful collaboration. Limitations inherent to this research include its narrow scope, limited only to Level 1 hospitals in Rizal, and the absence of evaluation of participants' competencies. In practice, these results can be considered the starting point for developing a Strategic Intergenerational Collaboration Program involving both mentorship and communication. The original contribution of this paper is in filling in the academic gap in the field of multigenerational nursing workforce in resource-limited settings in the Philippines.

Keywords: *Generational differences, team dynamics, Level 1 hospitals, nursing leadership, intergenerational collaboration, Philippines.*

INTRODUCTION

Generational diversity among nurses (Baby Boomers, Gen X, Millennials, Gen Z) enhances knowledge sharing and patient care but may create challenges in communication, work values, and collaboration. In Level 1 hospitals in Rizal, where resources and teams are limited, effective team dynamics are crucial. Evidence on generational influences in this context remains scarce.

Statement of the Problem

This study examined the role of generational differences in shaping team dynamics among nurses in selected Level 1 hospitals in Rizal. Specifically, it described the demographic characteristics of the respondents, assessed the levels of team dynamics and perceived generational differences, determined the relationship between generational differences and

team dynamics, examined differences in team dynamics across generational groups, identified the challenges encountered by multigenerational nursing teams, and proposed a Strategic Intergenerational Collaboration Program to strengthen teamwork and collaboration in the workplace.

Scope and Delimitations

This study assessed team dynamics, perceived generational differences, their relationship, differences across generational groups, and the challenges encountered by multigenerational nursing teams. Using a quantitative descriptive-correlational design, data were collected from 54 registered nurses through a researcher-developed questionnaire and analyzed using descriptive statistics, Pearson correlation, and one-way ANOVA. The study was limited to selected Level 1 hospitals in Rizal; therefore, the findings may not be generalizable to nurses working in secondary, tertiary, specialty, or community health care settings.

Review of Related Literature

Recent studies indicate that generational diversity has become a defining characteristic of the nursing workforce. Baby Boomers, Generation X, Millennials, and Generation Z differ in communication styles, work values, technological competence, and professional expectations, all of which influence teamwork and workplace interactions. Younger nurses generally favor technology-assisted communication and continuous feedback, whereas older nurses emphasize face-to-face communication, organizational stability, and established clinical practices (Tan & Chin, 2023; Sherman, 2024).

Effective team dynamics, including communication, collaboration, trust, conflict management, and teamwork, are essential for ensuring quality patient care and positive organizational outcomes. Research has shown that strong teamwork improves job satisfaction, reduces burnout, and enhances patient safety, while transformational leadership fosters collaboration and psychological safety within multigenerational nursing teams (Baek et al., 2023; Deng et al., 2023; Horn et al., 2025; Ystaas et al., 2023)

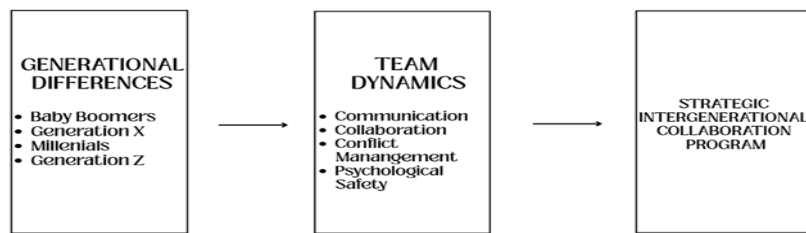
Despite these findings, limited research has examined how generational differences influence team dynamics in Philippine Level 1 hospitals. This gap underscores the need for context-specific evidence to guide nursing leadership and strengthen collaboration in resource-limited healthcare settings.

Theoretical Framework

This study is primarily anchored in Karl Mannheim's Generational Cohort Theory, which posits that individuals from the same generation develop shared values, attitudes, and behaviors shaped by common historical and social experiences. The study was further supported by Florence Nightingale's Environmental Theory, which emphasizes the importance of a supportive work environment in promoting effective performance and collaboration, and Jean Watson's Theory of Human Caring, which highlights mutual respect, trust, empathy, and caring relationships among healthcare professionals. Together, these theories explain how generational differences influence communication, collaboration, leadership, and teamwork, providing the theoretical basis for strengthening intergenerational collaboration among nurses

in Level 1 hospitals.

Conceptual Framework



METHODOLOGY

A descriptive-correlational study was conducted among nurses in selected Level 1 hospitals in Rizal. Data were collected using validated instruments to assess generational differences and team dynamics. Statistical analyses were used to determine relationships and identify challenges.

Research Design

This study employed a quantitative descriptive-correlational research design to examine the role of generational differences in shaping team dynamics among nurses in selected Level 1 hospitals in Rizal. The descriptive component was used to describe the respondents' demographic characteristics and to assess the levels of team dynamics, perceived generational differences, and workplace challenges. The correlational component examined team dynamics across generational cohorts, and ANOVA was used to determine differences in team dynamics across generational cohorts.

Research Steps

The study followed a systematic research process that included identifying the research problem, reviewing related literature, developing and validating the research instrument, obtaining ethical approval and institutional permission, collecting data through purposive sampling, analyzing the data using appropriate statistical methods, and interpreting the findings.

Data Collection and Sample Selection

The data were collected from 54 registered nurses in selected level 1 hospitals in Rizal using purposive sampling. A researcher-developed, expert-validated questionnaire was administered after obtaining ethical approval, institutional permission, and informed consent. Completed questionnaires were coded and prepared for statistical analysis.

Data Analysis Methods

The collected data were analyzed using descriptive and inferential statistics at a 0.05 level of significance. Frequency and percentage were used to describe the respondents' demographic profile, while the weighted mean was used to assess the levels of team dynamics, perceived generational differences, and workplace challenges. The Pearson product-moment correlation coefficient (Pearson r) was used to determine the relationship between generational

differences and team dynamics, and one-way ANOVA examined differences in team dynamics across generational groups.

Research Hypotheses and Validation

The study tested the null hypothesis that there is no significant relationship between generational differences and team dynamics. It was tested using Pearson product-moment correlation and one-way ANOVA at a 0.05 significance level. A researcher-developed questionnaire underwent validation and pilot testing, demonstrating acceptable content validity and internal consistency before its use in the actual study.

Study Limitations and Ethical Considerations

The study was limited to 54 registered nurses from selected Level 1 hospitals in Rizal, selected through purposive sampling, which may limit the generalizability of the findings. The cross-sectional design and self-reported data may also introduce response bias. Ethical standards were observed through institutional approval, informed consent, voluntary participation, and the assurance of confidentiality and anonymity.

RESULTS AND DISCUSSION

SOP 1. What is the demographic profile of the respondents?

The study involved 54 registered nurses from selected Level 1 hospitals in Rizal. The respondents were predominantly female, single, Generation Z, assigned to medical-surgical units, and regularly employed, reflecting the growing presence of younger nurses in the healthcare workforce.

SUMMARY

This study examined the role of generational differences in shaping team dynamics among nurses in selected Level 1 hospitals in Rizal using a quantitative descriptive-correlational design involving 54 registered nurses. Findings revealed that both team dynamics and perceived generational differences were rated high. A strong, positive, and significant relationship was found between generational differences and team dynamics across generations. The study also identified workplace challenges related to communication and work attitudes and proposed a Strategic Intergenerational Collaboration Program to strengthen teamwork, communication, and collaboration among multigenerational nursing teams,

CONCLUSIONS

The findings indicate that although generational differences exist among nurses in selected Level 1 hospitals in Rizal, they do not hinder effective teamwork. Instead, effective management of generational diversity is significantly associated with stronger team dynamics, while nurses across different generations share similar perceptions of collaboration and teamwork. Despite challenges related to communication and work attitudes, the proposed Strategic Intergenerational Collaboration offers a practical framework for enhancing teamwork, communication, and organizational effectiveness in multigenerational nursing teams.

RECOMMENDATIONS

Healthcare organizations are encouraged to view generational diversity as a strategic organizational resource rather than a workplace challenge. By implementing evidence-based leadership and workforce development strategies, hospitals can strengthen teamwork, improve employee engagement, enhance job satisfaction, and deliver safer, high-quality care.

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AI DECLARATION STATEMENT

AI-supported tools helped with grammar and structure in creating this article. No AI tools were used to collect, analyze, or interpret data; all authors are credited for their academic contributions.

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