

Intergenerational Differences and Team Dynamics as Predictors of Job Satisfaction Among Nurses in Primary Government Hospitals

Joanna Marie Dela Tonga
jogu.delatonga.sjc@phinmaed.com
Saint Jude College Manila, Master of Arts in Nursing
Sampaloc, Metro Manila 1008, Philippines

Abstract

Multigenerational workforces are increasingly common in healthcare settings, yet their impact on team functioning and job satisfaction remains underexplored in primary government hospitals, particularly in low- and middle-income contexts. This study examined the predictive effects of perceived intergenerational differences and team dynamics on job satisfaction among nurses. A descriptive–correlational–predictive design was employed, involving 103 registered nurses from three government hospitals in Laguna, Philippines, selected through purposive sampling. Data were collected using a structured questionnaire measuring intergenerational differences, team dynamics, and job satisfaction, and were analyzed using Pearson correlation and linear regression. Results revealed a significant moderate positive relationship between intergenerational differences and the outcome variable, $r(101) = .589$, $p < .001$. Regression analysis indicated that intergenerational differences significantly predicted job satisfaction, explaining 34.7% of the variance ($R^2 = .347$, $p < .001$). These findings suggest that generational dynamics play a meaningful role in shaping workplace outcomes among nurses. Intergenerational differences and team dynamics are significant determinants of job satisfaction, and targeted organizational strategies, such as

mentorship programs, may enhance collaboration and improve workforce outcomes in multigenerational healthcare environments.

Keywords: *intergenerational differences; team dynamics; job satisfaction; nurses; government hospitals; mentorship*

Main Text

1. Introduction

The global nursing workforce is increasingly multigenerational, with Generation X, Millennials, and Generation Z working together in healthcare systems. This diversity introduces variations in communication styles, work values, and professional expectations (Sanches et al., 2024; Tan and Chin, 2023). While generational diversity promotes innovation and knowledge sharing, it may also create communication challenges and workplace conflict (Oliveira and Siles González, 2021).

Team dynamics are essential in healthcare settings, directly influencing patient outcomes, safety, and staff performance. Generational diversity has been shown to affect teamwork behaviors and professional relationships among nurses (Abujaber et al., 2024). Differences in generational perspectives may weaken team cohesion if not effectively managed.

Job satisfaction among nurses is a critical factor influencing retention and performance. Generational differences have been shown to affect satisfaction levels, particularly in relation to work–life balance, recognition, and professional development (Sanner-Stiehr et al., 2021; Coburn and Hall, 2014). Furthermore, positive team dynamics significantly contribute to higher job satisfaction (Sanches et al., 2024).

Despite these findings, limited research has examined the predictive relationship between intergenerational differences, team dynamics, and job satisfaction in primary government hospitals. This study addresses this gap.

2. Method

2.1 Research Design

A descriptive–correlational–predictive design was used.

2.2 Participants and Setting

The study included 103 registered nurses from three selected primary government hospitals in Laguna, Philippines. Participants were selected using purposive sampling and had at least six months of clinical experience.

2.3 Instrument

Data were collected using a structured self-administered questionnaire consisting of Likert-scale items. The instrument measured:

- Perceived intergenerational differences

- Team dynamics (communication, collaboration, conflict resolution, respect and trust, and team cohesion)
- Job satisfaction (interpersonal relationships, compensation and benefits, workload and staffing, recognition and growth, and work–life balance)

2.4 Procedure

Permission was obtained from hospital administrators prior to data collection. Participants were informed of the study's purpose, and informed consent was secured. Questionnaires were distributed and collected within the designated data collection period.

2.5 Data Analysis

Descriptive statistics (mean and standard deviation) were used to summarize the data. Pearson product–moment correlation was used to determine relationships among variables, while linear regression analysis was used to examine predictive effects.

2.6 Ethical Considerations

Participation was voluntary, and confidentiality and anonymity were strictly maintained. Respondents were informed of their right to withdraw from the study at any time.

3. Results

Pearson correlation analysis revealed a significant moderate positive relationship between intergenerational differences and team dynamics and job satisfaction.

Table 1

Correlation Between Intergenerational Differences, Team Dynamics, and Job Satisfaction

Variable	r	p-value
Intergenerational Differences	.589	< .001

Linear regression analysis was conducted to determine whether intergenerational differences significantly predict team dynamics and job satisfaction.

Table 2

Linear Regression Analysis Predicting Team Dynamics and Job Satisfaction

Model	R	R ²	Adjusted R ²	Std. Error	p-value
1	.589	.347	.340	0.39063	< .001

These findings indicate that intergenerational differences explain a substantial proportion of variance in job satisfaction, suggesting that generational dynamics play a meaningful role in shaping workplace outcomes among nurses.

4. Discussion

The findings indicate that intergenerational differences significantly influence job satisfaction through their impact on team dynamics. This aligns with previous studies showing that

generational diversity affects communication, teamwork, and professional relationships among nurses (Abujaber et al., 2024).

The regression findings suggest that intergenerational differences are a meaningful predictor of job satisfaction. These results support earlier research linking generational diversity with workplace satisfaction and varying professional expectations among nurses (Sanner-Stiehr et al., 2021; Tan and Chin, 2023).

These findings position intergenerational diversity as a critical organizational factor that extends beyond demographic variation and directly influences workforce outcomes.

Addressing generational diversity through structured organizational strategies may enhance teamwork, improve job satisfaction, and strengthen nurse retention in government healthcare settings.

5. Implications for Practice

The findings of this study have important implications for nursing management and healthcare organizations. Given that intergenerational differences significantly influence team dynamics and job satisfaction, hospital administrators should implement strategies that promote effective communication and collaboration among multigenerational nursing teams.

Structured mentorship programs may serve as an effective intervention by facilitating knowledge sharing between experienced and novice nurses, strengthening professional relationships, and improving workplace cohesion. In addition, training programs focused on intergenerational communication and teamwork may help reduce misunderstandings and enhance team performance.

Healthcare institutions should also consider developing policies that support inclusive workplace environments, recognizing the diverse needs, expectations, and work values of different generational groups. Such initiatives may contribute to improved job satisfaction, increased staff retention, and enhanced quality of patient care.

6. Conclusion

This study demonstrated that perceived intergenerational differences significantly influence team dynamics and job satisfaction among nurses in primary government hospitals. Positive team dynamics were associated with higher job satisfaction, and both variables significantly predicted job satisfaction.

The findings emphasize the need for healthcare organizations to address generational differences and promote effective teamwork. Interventions that enhance collaboration and communication may improve workplace satisfaction and nurse retention.

Acknowledgements

The author extends sincere gratitude to the participating hospitals and nurses who contributed to this study. Appreciation is also given to academic mentors and institutional support that made this research possible.

References

- Sanches D, Pereira S, Castro S, Mendes M, Santos E, Ribeiro O. (2024).
Generational diversity in nursing practice environments: A scoping review. *BMC Nursing*, 23, 928.
<https://doi.org/10.1186/s12912-024-02607-3>
- Tan SHE, Chin GF. (2023).
Generational effect on nurses' work values, engagement, and satisfaction in an acute hospital. *BMC Nursing*, 22(1), 88.
<https://doi.org/10.1186/s12912-023-01256-2>
- Rollan Oliveira S, Siles González J. (2021).
Nursing professionals within the intergenerational context: An integrative review. *Investigación y Educación en Enfermería*, 39(3).
<https://doi.org/10.17533/udea.ice.v39n3e14>
- Abujaber AA, Nashwan AJ, Santos MD, Al-Lobaney NF, Mathew RG, Alikutty JP, Kunjavara J, Alomari AM. (2024).
Bridging the generational gap between nurses and nurse managers: A qualitative study. *BMC Nursing*, 23(1), 623.
<https://doi.org/10.1186/s12912-024-02296-y>
- Sanner-Stiehr E, Stevanin S, Mikkonen S, Kvist T. (2021).
Job satisfaction and generational nursing characteristics among registered nurses. *Journal of Nursing Management*, 29(8), 2364–2373.
<https://doi.org/10.1111/jonm.13397>
- Coburn AS, Hall SJ. (2014).
Generational differences in nurses' characteristics, job satisfaction, and quality of work life. *Journal of Hospital Administration*, 3(5).
<https://doi.org/10.5430/jha.v3n5p124>