Generation X and Millennial Nurses' Competencies: A Comparative Study

CYNTHIA R. EVANGELISTA, RN
Master of Arts in Nursing Student
Urdaneta City University

MARI JANE C. ANDAYA, MAN, EdD
Adviser

Abstract — The study addressed the gap in understanding the competencies and workplace challenges of Millennial and Generation X nurses in the context of generational diversity in the healthcare workforce among Millennial and Generation X nurses in selected hospitals in Eastern Pangasinan addressing in understanding generational differences in nursing practice. Utilizing the descriptive comparative method of research, the study analyzed respondents' demographics, competency levels across key domains, and workplace challenges using statistical tools such as the frequency counts and percentages for the profile variables and the weighted mean for the evaluations of the nurse respondents and the challenges they encountered in the clinical area.

The respondents were predominantly female staff nurses with regular employment, representing a mix of young and middle aged adults. Findings revealed that Millennial nurses excelled in record management but struggled with quality improvement, while Generation X nurses demonstrated strengths in legal responsibility but weaknesses in research. Workplace challenges included staff shortage for Millennials and low salaries for Generation X nurses. These findings informed the development of a competency enhancement program aimed at fostering intergenerational collaboration and improving nursing practice. The program is proposed for adoption to address these challenges and strengthen the delivery of quality patient care.

While the abstract provides a basic overview of the study, it can be improved by stermlining content, emphasizing significance and offering a stronger conclusion. These changes will make it more informative, and aligned with academic conventions.

Keywords — generational diversity, workplace challenges, competencies, Millennial, Generation X nurses

I. Introduction

The workforce today is more diverse than ever, with a mixture of differences due to race, gender, ethnicity, and generation cohort. In recent years, the unprecedented appearance of five generations, the Silent Generation, Baby Boomers, Generation X, Millennials, and Generation Z, in the workplace is creating unique opportunities for employers. Having a multigenerational workforce brings employers a richness of perspective and experience. On the other hand, multiple generations also bring challenges with communication, collaboration, and decision-making styles, for example (White, 2022). A central premise of this Study is that Generation X nurses have different levels of organizational commitment and that generational differences between them and

the Millennial Nurses bring problems hindering better relationships and possibly the provision of quality nursing services.

It is interesting to know that the nursing workplace has several existing generations. People say that traditionalists are getting out of the picture, and members of the millennial group are now slowly showing into the limelight. The existing problems in healthcare can serve as challenges for nurse leaders trying to bring their teams together to accomplish a shared goal. However, for a nurse leader to achieve the shared goal, he must be able to embrace how each generation wants to be motivated (Rampton, 2017).

Generation X nurses are typically flexible, independent, and informal. They prefer to use texting and e-mail versus face-to-face communication. Millennial nurses are confident and technology savvy, anticipating rapid responses to electronic communication. To intensify team cohesiveness, Generation X nurses should allot time for head-on communication with baby boomer colleagues to learn from their insight. They typically prefer technology like e-mailing and texting; most abbreviations and acronyms are frustrating for senior nurses who may not be familiar with this style. Able to facilitate a practical communication route with the other peer groups, millennials can avoid using abbreviations or acronyms that their healthcare facility has not approved and that are widely accepted. They may also need another peer group to provide an anticipated return time to any questions so that they can plan accordingly (Davis, 2017).

Tan and Chin's (2023) study on the Generational effect on nurses' work values, engagement, and satisfaction found that differences in work values and attitudes exist among nurses of different generations. Generation X is less likely to challenge the standard practice and supervisors. Generation Y and Z are the most technophile peer groups and can speedily adapt to new technology. Acknowledging the generational differences in work attitudes and values can facilitate nursing management to tailor strategies to improve individual and organizational performance while creating a work environment that enhances intergenerational harmony and teamwork. It is also of heightened importance on work-life integration as the generations get older. Nurses Generation Y and Z recognize that younger nurses do not get recognition and respect from their work colleagues.

Moreover, Ay and Polat (2022) determined how Generation X nurse managers in different hospital facilities discern. The findings revealed that the perceptions of Generation X nurse managers about Generation Y nurses are as follows: - low commitment to the institution, - high self-confidence, - courage to change jobs, - constantly questioning the behaviors of the manager, - their perception of respect is different from the old generation, - they widely use technology in all fields, poor communication skills, impatient and egocentric. Generation X nurse managers perceive Generation Y nurses as a generation that has high self-confidence, low communication skills, is courageous, impatient, egocentric, and uses technology well.

Generation X nurses believe that career advancement and recognition should be based on merit, with rapid progress toward the goals they set for themselves. Generation X is the first generation to have television in their daily lives; communication involving technology appeals to them. Their communication approach is the bottom line, and they may become bored at meetings involving considerable discussion before making decisions. Millennial nurses expect more coaching and mentoring than any other generation in the workforce. They are optimistic and goal-oriented but also want structure, guidance, and extensive orientation. Internships and formalized clinical coaching and mentoring programs are highly valued by this generation (Sherman, 2024).

Several studies that detect generational differences have had conflicting findings (Stevanin et al., 2018). There remains no clear consensus on the definition of generational age cohort (Stevanin et al., 2018), which poses a problem in operationalizing the generation concept. Given the fact issues, further studies on intergenerational differences are needed, as these could further validate the generational theory and clarify several variables' relationship to generational characteristics and intergenerational differences. Moreover, more information on this topic could offer a new perspective on generational cohorts and inform managerial and educational leaders of effective strategies to manage and develop a multigenerational workforce.

The nursing workforce consists of individuals from multiple generational cohorts and includes a dynamic mix of nurses who reflect the cultural and historical events that shaped their generation. The Baby Boomer generation retires, and younger generational cohorts fill their positions; Generation X and Millennials are a growing majority in the workforce. To recruit, retain, and lead teams with multigenerational members, nurse leaders need to understand the differences in attitudes toward work life and professional identity among generations and how to leverage their strengths to develop high-performing teams. They found that Generation X demonstrated higher resiliency than other generations. In a study of Baby Boomers, Generation X, and Millennials medical-surgical nurses, Millennial nurses reported the highest stressors and perceived stress. They were more likely to use escape or avoidance coping behaviors than Baby Boomers, who were more likely to use self-controlling coping behaviors. In a study of Generation X and Millennials, Generation X reported significantly higher levels of agreeableness, conscientiousness, and emotional stability than Millennials (Tussing et al., 2024).

Health education is one of the nurse's responsibilities and fundamental. Nurses' duty in health education is critical in empowering their families and patients to live healthier lives, thus ensuring well-being, optimum development, and quality of life. Chazhymurat et al. (2023) found that nurses reported high levels of health education competence. The personal and professional factors determine the nurse's capability in health education to considered when developing healthcare policies and interventions to ensure nurses' competent provision of health education to patients.

Gunawan et al. (2020) conducted a study on the Comparison of the managerial competence of Indonesian first-line nurse managers. They found no significant difference in the managerial

competence of Generation X and Millennial first-line nurse managers. Of the five dimensions of managerial competence, only applying quality care improvement and financial management were significantly different. In contrast, leadership, facilitating spiritual nursing care, self-management, staffing, and professional development, and utilizing informatics were not significantly different. It found that Generation X nurse managers were more mature and, therefore, found it easier to understand any processes in improving healthcare quality for society. In contrast, Millennial nurse managers were less disciplined and lacked responsibility, but were more creative and dynamic.

In former Health Secretary Francisco Duque III's report (2019) at the Senate Blue Ribbon Committee, he revealed that millennial healthcare providers are coming of Age and are overtaking the workforce with a work culture significantly different from the values that Generation X upheld. He also said that by 2020, millennial nurses will make up 70% of the workforce and that by 2030, the number of millennial nurses will shoot up to 75%. In the Philippines alone, millennial nurses make up a third of the country's population, meaning they have already settled a significant portion of the workforce in the health sector. A survey from the Philippine Statistics Office (2016) indicated that almost 72% of the Philippine health workforce in 2015 comprised millennial nurses aged 21 to 34 years old, compared to Generation X Nurses, with the remaining Percentage of 28%. It is, therefore, imperative to understand each generation's experiences to avoid conflict and encourage millennial nurses to remain in their chosen field of profession. In addition, the said workforce is beginning to accept leadership roles. It will soon take over the healthcare industry because nurse administrators who belong to Generation X will soon retire and leave the workforce.

Studies conducted among Filipino Millennials feature them as technophiles, laid-back, energetic, and adventurous. The leaders, Millennials, have been portrayed as responsible listeners. Filipino Millennials are known to be expressive about themselves, leisure, consumption, work-life balance, relationships with family and friends, and socio-political engagements (Lamasan & Oducado, 2018; Velasco, 2020). In addition, researchers from the Philippines ascertain that Baby Boomers and Generation X leadership traits, delegates, care, control and trust people, are higher than those in Generation Y and Z. Constituent of the previously express generations rated the following exemplary leadership plan as significantly more important compared to the senior generation: promotes good relationships, listens, recognizes people, understanding, approachable, responsible that gives clear instructions, and good coach (Salvosa & Hechanova, 2020).

The primary reason for the fast turnover and decreased organizational commitment is generational gaps in the nursing workforce (Brunetto et al., 2013). Therefore, nurse managers must consider generational cohort status and how it impacts the organization. The central premise that has emerged from these studies and literature is that there is a need for further research on the issue of the impact of generational cohort status, specifically the experiences of Generation X Nurses with Millennial Nurses in providing quality nursing services. Generational differences have brought challenges in teamwork, similar to the present Study, which revealed a better insight into the Millennial nurses' capability. The research aims to show the matter regarding the generational

gap and recognize work-relateiesn benefits, and filling vacant government regular positions can improve the working conditions for nurses in the Philippines (Alibudbud, 2023).

Theoretical/Conceptual Framework

The theoretical framework for this Study is the Generational Theory by Howe and Strauss and Howe (1991), a subset of social identity theory. Initially developed by Henri Tajfel in 1979 and expanded by John Turner, social identity theory's basic premise is that people tend to classify themselves and others into social categories. This theory suggests that each individual has a repertoire of social and personal identities, which informs the individual of who he/she is and what the identity necessitates. An age group, such as the Millennials, looks toward their generational group. Social identities are associated with obligations, normative rights, and sanctions, which form roles. Generational theory suggests that membership affects a person's beliefs and values across all stages of evolution. The theory of "generations" was further developed in the early 1990s. Sociologists and historians Neil Howe and William Strauss hinge on the premise that the significant historical events and conditions a person experiences in the critical stage of development create shared beliefs and values, and attitudes similar to others in the same period. Differences exist in each generation, such as race, ethnicity, gender, and social class can significantly impact the perception of shared life experiences and can strongly influence identity. The Generational theory supports the existence of the millennial generation and the work-related value differences.

In addition, Benner's stages of clinical competence are also the foundation of this Study. The Benner model helps nurses understand how nursing expertise develops and what needs to be used to nurture new nurses through clinical challenges (Benner et al., 2009). Too often, nurses find a gap between what they learn in schools and what they experience in the clinical setting (Hartung et al., 2020). It will also bring a generational gap between the knowledge and skills of each generational cohort. Nurses find themselves in a "trial by fire," sometimes feeling that there is no one to turn to for help with the patient and practice dilemmas. This stress and lack of support cause job dissatisfaction and make good nurses leave for a better working environment.

The Study compared the competencies of Generation X and Millennial nurses in government hospitals in Eastern Pangasinan. Box number 1 is the Input that dealt with the profile of the respondents in terms of their Age, Sex, civil status, highest educational attainment, monthly family income, number of years in service, position, and employment status. Box number 2 is the Process that deals with the data gathering process, interpretation, and analysis of data. Box number 3 is the Output focused on the proposed Competency Enhancement Program for Generation X and Millennial nurses.

II. Methodology

Research Design and Strategy

The study employed a descriptive-comparative design, utilizing a survey questionnaire as the primary data-gathering tool to evaluate the competencies and workplace challenges experienced by Generation X and Millennial nurses. This design allowed for the examination of differences between generational cohorts while identifying patterns in workplace interactions and competencies.

To analyze the data, frequency counts, percentages, and weighted means were used to interpret respondent profiles, assess key competencies, and uncover trends in intergenerational collaboration. According to Best (2015), descriptive research goes beyond mere data collection and tabulation—it involves the interpretation of meaning and significance, often combining comparison and contrast through measurements, classifications, interpretation, and evaluation.

Additionally, this study applied elements of descriptive-correlational research, particularly appropriate when seeking to establish relationships between variables such as age group and perceived workplace competencies. This design provided a static yet insightful view of the generational dynamics without manipulating variables.

Aligned with the approach of Capulso et al. (2024) in their mixed-methods research published in Migration Letters, this study draws from similar principles regarding the role of internal attributes and external support systems in professional productivity. Their findings on the influence of leadership support, institutional structures, and self-efficacy reinforce the relevance of examining how generational cohorts adapt, collaborate, and thrive in complex work environments. While the present study is limited to a quantitative approach, it parallels the broader implications of fostering productivity through effective workplace alignment, mentorship, and competence development.

Considering the modest number of responses gathered, the descriptive-correlational approach was deemed most suitable for capturing existing realities and potential relationships among variables in a non-experimental manner. As with the findings from Capulso et al., understanding the interaction between individual competencies and organizational culture is essential to forming actionable strategies in the workplace—particularly in multi-generational settings such as nursing.

Population and Locale of the Study

The respondents of this study were selected through snowball sampling. The snowball sampling method was used to help the researcher gain greater access to members of the selected generational cohort.

This study was conducted in established public hospitals in the 6th District of Pangasinan composed of sixty (60) respondent nurses. The study was conducted during the 2nd Semester of the Academic Year 2022-2023.

Data Gathering Tools

The main data-gathering instrument for this Study was a questionnaire based on studies and literature related to the Study.

Part I of the questionnaire included the respondents' profile variables and the basic demographic data on their Age, Sex, civil status, monthly family income, position, and employment status. Part II dealt with Generation X and Millennial nurses' competencies, quality and safe nursing care, management of resources and environment, health education, legal responsibility, research, collaboration and teamwork, and quality management. Part III deals with the challenges encountered by the respondents in the clinical areas.

Data Gathering Procedure

The researcher personally conducted the research and obtained consent from all the selected respondents who underwent such a study. The researcher also informed them about the Study's course to ensure accurate responses. The researcher personally gathered data in the second semester of the Academic Year 2022-2023. Finally, all data were gathered and tabulated for further interpretation.

Treatment of Data

The data collected was treated and carefully studied, classified, systematically analyzed, and organized according to the instrument. A summary presentation provided the overall picture of the respondents' profiles.

Frequency. It is to determine how often a certain value is counted in all the estimated samples for nursing competencies by Generation X Nurses working with Millennial Nurses.

Percentage. The frequency count is translated to a Percentage to indicate the number per hundred compared. It takes the formula:

$$p = \frac{x}{n} \times 100$$

where:

p	= Percentage
x	= No. of Responses
n	= Total of Responses
100	= Constant

Average Weighted Mean (AWM). It consists of several statements that express either an unfavorable or favorable attitude towards the given object to which the respondents react. It indicates their agreement or disagreement with each statement in the instrument. Each response gives a numerical score, indicating its favorableness and unfavorableness, and scores are totaled to measure the respondent's responses. For example, Highly Competent (5), Competent (4), Moderately Competent (3), Slightly Competent (2), and Not Competent (1).

III. Results and Discussion

Part 1. Respondents' Profile

Table 1 presents the respondents' profile in terms of their personal information, namely Age, Sex, civil status, highest educational attainment, position, monthly family income, number of years in service, and employment status with the corresponding frequency count (f), and Percentage equivalent (%) of each bracket.

Age. The respondents are in the age bracket of 28-43, with a frequency of 30 or 50%, and those 44-49 years old, with a frequency of 30 or 50%. It showed that the respondents were equal for Generation X and Millennial nurses. Generation X came to the point of transitioning to the internet, social media, and cell phones, while most Millennials grew up when these things were a regular part of daily life. Also, Generation X deals with things sensibly and builds a solid foundation for themselves and their families. On the other hand, millennials move by their desire and fulfillment, which aligns with their values. Prioritizing work-life balance, continuous learning opportunities, and career growth (Capa, 2024).

Sex. Most respondents were female, with a frequency of 40 or 66.67%, and males, with a frequency of 20 or 33.33%. It shows that the nursing profession is still female-dominated.

According to Blackmore (2024), female dominance in healthcare is not just a U.S. phenomenon. The results of a 2019 survey show that female nurses dominate healthcare in every country.

Table 1
Distribution of Respondents in terms of their Profile Variables
n=60

Profile Variables	Frequency	Percentage
Age (in years)		
28 – 43	30	50.0
44 – 49	30	50.0
Sex		
Male	20	33.33
Female	40	66.67
Civil Status		
Single	45	75.0
Married	14	23.33
Separated	1	1.67
Highest Educational Attainment		
Bachelor's Degree	38	63.33
With Masteral Units	5	8,33
Master's Degree	15	25
With Doctoral units	2	3.33
Monthly Family Income		
10,001-20,000	15	25
20001-30,000	25	41.66
30,001-40,000	15	25
40,001 and above	5	8.33
Number of years in service		
Below 1 year	10	16,67
1-3 years	40	66.66
4 and above	10	16.67
Position		
Staff nurse	52	86.67
Head nurse	5	8.33
Charge nurse	3	5
Employment status		
Permanent	25	41.66
Casual	20	33.33
Job order	15	25

Civil status. Most respondents are single with a frequency of 45 or 75%, married with a frequency of 14 or 23.33%, and separated with a frequency of 1 or 1.67%. It revealed that most are not into marital relationships and have experience in their field.

The highest educational attainment. It revealed that the majority of the respondents are bachelor's degree holders, with a frequency of 38 or 63.33%, masters' degree holders, with a frequency of 15 or 25%, with master units, with a frequency of 5 or 8.33%, and those with doctoral units, with a frequency of 2 or 3.33%. It showed that most nurses could not upgrade their qualifications and remained bachelor's degree holders.

Monthly family income. The survey showed that most of the respondents earn a monthly family income of P20,001- 30,000 with a frequency of 25 or 41.66%, P10,001- 20,000 and P30,001- 40,000 with a frequency of 15 or 25%, and P40,001 and above with a frequency of 5 or 8.33%. The respondents earned an average income from their present jobs. According to the Philippine Statistics Authority (2024), the median monthly salary reached approximately 20,583 PHP in 2024.

Number of years in service. It revealed that most respondents have been in the service for 1-3 years, with a frequency of 40 or 66.66%, below 1 year, and 4 years and above, with a frequency of 16.67%. The majority of them had been in the service for a few years, which only states that the nurses were in their work for a short period of time.

Position. The greater part of the respondents are staff nurses, with a frequency of 52, or 86.67%; head nurses, with a frequency of 5, or 8.33%; and charge nurses, with a frequency of 3 or 5%. This shows that the respondents hold the lowest position for nurses in the hospital. They manage care plans, educate patients, and provide emotional support. RNs also supervise staff nurses and other healthcare workers.

Employment status. The survey showed that most of the respondents are permanent in their jobs, with a frequency of 25 or 41.67%, casual with a frequency of 20 or 33.33%, and job order with a frequency of 15 or 25%. It implies that the nurses are mostly regular in their positions, where they enjoy the security of tenure.

Comparative Study on the competencies among Generation X and Millennial nurses

Table 2 presents a comparative study of the competencies of Generation X and the Millennials, along with safe and quality care. It revealed that the highest among the Millennials is item numbers 3 and 4 "encourage client's use of safety measures to prevent injury," and "modify interventions to suit client's situation by interventions that are consistent with client's identified priorities and concern," with a weighted mean of 4.07 and 4.09 or" Competent." Implies that millennials are competent in teaching health and providing the necessary interventions for care. Greenwood (2023) cited that Millennials prioritize work-life balance, continuous learning opportunities, and career growth.

The highest items among Generation X nurses are number 5, "implement strategies to prevent communicable diseases such as wearing face masks and gloves," with a weighted mean of 4.36, or "Highly Competent." The result shows that Gen X nurses are acquainted with using personal protective equipment (PPE) to prevent the transmission of diseases, value work-life integration to be independent, self-reliant, resourceful, and are certain of authority driven by personal fulfillment with stability.

Table 2

Comparative Study on the Competency of Generation X and Millennial Nurses along Safe and Quality Nursing Care

Indicators	WM Millennials	DE	WM Gen X	DE	OWM	DE
I. / The Gen X.						
1. Identify actual or potential safety risks to clients.	3.42	MC	3.52	C	3.47	C
2. Minimize the risk of disease transmission by washing hands frequently.	3.00	MC	4.13	C	3.57	C
3. Encourage client's use of safety measures to prevent injury.	4.09	C	3.30	MC	3.70	C
4. Modify interventions to suit client's situation by selecting interventions that are consistent with client's identified concerns and priorities.	4.07	C	3.08	MC	3.58	C
5. Implement strategies to prevent communicable diseases such as wearing face masks and gloves.	2.95	MC	4.36	HC	3.65	C
6. Promote health practice such as daily exercise for a healthy body.	3.58	C	3.19	MC	3.39	C
7. Implement preventative strategies related to safe use of medication such as asking for written information about the side effects of the client's medication from the pharmacist.	3.23	MC	3.23	MC	3.23	MC
8. Collaborate with clients to prioritize needs and develop risk prevention strategies.	3.00	MC	3.08	MC	3.04	MC
9. Select interventions consistent with client-identified concerns and priorities, such as establishing rapport to gain the client's trust.	3.19	MC	3.90	C	3.55	C
10. Adapt assessment to the client's situation, like assessing if the client has AV fistula on her right or left forearm.	3.88	C	4.18	C	4.03	C
Over-All Weighted Mean	3.44	MC	3.60	C	3.52	C

Overall, the competency level among Generation X and Millennial nurses got a general overall weighted mean of 3.52 or "Competent." This revealed that nurses practice safe and quality nursing care for their patients. It also implies that both groups of nurses are equally capable of performing the different competencies required for nurses.

Table 3 presents a comparative study on the competencies of Generation X and Millennial nurses in managing resources and the environment. It revealed that the Millennials rated highest on items 1 and 9, "intervene in response to changes observed in client's condition," and "modify the plan of care to suit client's changing situation," with a weighted mean of 4.05 and 4.09, respectively, or "Competent."

For generation X, the highest items are 3, 4, 6, and 10, "modify the plan of care to suit the client's changing situation," "calculate medications dosage correctly," "maintain a caring environment that assists client," and "implement preventive strategies related to environmental safety like raising the side rails of the bed to prevent accidental falls," with a weighted mean of 4.22, 4.21, 4.32, and 4.42, or "Highly Competent."

The competency level among Generation X and Millennial nurses had a general weighted mean of 3.69, or "Competent." It revealed that both nurses were competent in this field of care. According to Tan and Chin (2023) on the Generational effect on nurses' work values, engagement, and satisfaction, differences in work values and attitudes exist among nurses of different generations.

Table 3
Comparative Study on the Competency of Generation X and Millennial Nurses on Management of Resources and Environment

Indicators	AVE Millennials	DE	AVE Gen X	DE	OWM	DE
I./The Gen X.						
1. Intervene in response to changes observed in client's condition.	4.05	C	3.18	MC	3.61	C
2. Manage multiple nursing interventions simultaneously.	3.84	C	3.18	MC	3.51	C
3. Administer medications safely and appropriately.	3.81	C	4.22	HC	4.02	C
4. Calculate medications dosage correctly.	3.51	C	4.21	HC	3.86	C
5. Check drainage tubes and collection devices.	3.98	C	3.88	C	3.93	C
6. Maintain a caring environment that assists client.	3.14	MC	4.32	HC	3.73	C
7. Adaptations in the environment should be arranged to facilitate the client's development of independence in activities of daily living.	3.49	C	3.47	C	3.48	MC
8. Provide effective and efficient care.	3.70	C	3.86	C	3.78	MC
9. Modify plan of care to suit client's changing situation.	4.09	C	3.02	MC	3.55	C
10. Implement preventive strategies related to environmental safety, such as raising the bed's side rails to prevent accidental falls.	2.46	SC	4.42	HC	3.46	C
Over-All Weighted Mean	3.61	C	3.78	C	3.69	C

Table 4 presents the competencies among Generation X and Millennial nurses in health education. The highest items for the Millennials are numbers 3 and 4, "provide nursing care to prevent the development of complications that can impede recovery such as monitoring blood glucose level to clients with diabetic mellitus," and "use evidence-based knowledge from nursing, health sciences, and related disciplines in the provision of individualized nursing care," with a weighted mean of 4.07 and 4.09, or "Competent."

Table 4

Comparative Study on the Competency of Generation X and Millennial Nurses in Health Education

Indicators	WM Millenial	DE	WM Gen X	DE	OWM	DE
I…/The Gen X.						
1. Help the client to understand preventable health problems such as hypertension, obesity, and cancer, and explain their consequences.	3.42	C	3.47	C	3.44	C
2. Assist the client in understanding the link between health promotion strategies and health outcomes.	3.00	MC	3.13	MC	3.07	MC
3. Use evidence-based knowledge from nursing, health sciences, and related disciplines to provide individualized nursing care.	4.09	C	4.38	HC	4.23	HC
4. Provide nursing care to prevent the development of complications that can impede recovery, such as monitoring blood glucose level to clients with diabetic mellitus.	4.07	C	4.32	HC	4.19	C
5. Assist the client with reintegration into family and community networks.	2.95	MC	3.08	MC	3.01	MC
6. Help the client understand interventions and their relationship to expected outcomes.	3.35	MC	3.13	MC	3.24	MC
7. Use principles of teaching and learning with clients receiving curative/ supportive care.	3.23	MC	3.79	C	3.51	C
8. Encourage family and significant others to support client during the rehabilitation.	3.16	MC	3.72	C	3.44	C
9. Evaluate and respond appropriately to the client's status regarding anticipated outcomes.	2.65	MC	3.13	MC	2.89	MC
10. Collaborate with clients to reduce complex health risks like developing disease complications.	3.84	C	4.33	HC	4.08	C
Overall Weighted Mean	**3.38**	**MC**	**3.65**	**C**	**3.51**	**C**

For Generation X, the highest items on health education are numbers 3, 4, and 10, "use evidence-based knowledge from nursing, related disciplines, and health sciences, in the provision of individualized nursing care," "provide nursing care to prevent development of complications that can impede recovery such as monitoring blood glucose level to client's with diabetes mellitus," and "collaborate with clients to reduce complex health risks like developing disease complications," with a weighted mean of 4.32, 4.33, and 4.08, or "Highly Competent."

Overall, the competency level of Generation X and the millennial nurses, along with health education, got a weighted mean of 3.51, or "Competent." It clearly showed that both groups of nurses have the expertise to give health education to their clients. According to Chazhymurat et al. (2023), health education is one of the nurses' fundamental responsibilities, critical in empowering patients and their families to live healthier lives, thus ensuring optimum health, well-being, and quality of life.

Table 5 presents the competency of Generation X and Millennial nurses and legal responsibility. It revealed that for the Millennial, the highest are items 3, 5, and 9, "practice in a manner consistent with common law and legislation that directs quality nursing," "make sure the

environment is conducive to safe, competent and ethical care." and "exercise professional judgment in the absence of agency procedures, protocols or position statements," with a weighted mean of 3.65, 3.81, and 4.09, or "Competent." It shows that Millennials observe the proper protocols to avoid involvement in problems related to the profession.

Table 5

Comparative Study on the Competencies of Generation X and Millennial Nurses Along Legal Responsibility

Indicators	WM Millennial	DE	WM Gen X	DE	OWM	DE
I../the Gen X. 1. Validate data with the client and or significant other.	3.72	C	3.99	C	3.86	C
2. Practice in a manner consistent with acts governing nursing practice, the regulatory body's standards for nursing and guidelines for the scope.	3.58	C	4.12	C	3.85	C
3. Practice in a manner consistent with common law and legislation that directs quality nursing.	3.65	C	4.44	HC	4.04	C
4. Exercise professional judgement when following agency procedures, protocols or position statements.	3.42	C	3.96	C	3.69	C
5. Exercise professional judgement in the absence of agency procedures, protocols or position statements.	3.81	C	4.23	HC	4.02	C
6. Practice in a manner consistent with professional values, safety principles, and obligation to take action.	3.14	MC	3.86	C	3.71	C
7. Advocate for the client or client's representative, especially when the client is unable to advocate for themselves, like when he/she is mentally incapacitated.	3.51	C	3.00	MC	3.50	C
8. Used established communication protocols within the health care agency, across agencies and the health system.	3.56	C	3.00	MC	3.26	MC
9. Ensure the environment is conducive to safe, competent, and ethical care.	4.09	C	4.36	HC	3.96	C
10. Support the client in drawing on their assets and resources to meet self-care needs.	2.46	SC	3.22	MC	3.17	MC
Overall Weighted Mean	**3.49**	**MC**	**3.82**	**C**	**3.70**	**C**

For Generation X, the highest indicators of legal responsibility are items 3, 5, and 9: "practice in a manner consistent with common law and legislation that directs quality nursing," and "make sure the environment is conducive to safe, competent and ethical care." with a weighted mean of 4.23, 4.36, 4.44, or "Highly Competent." It clearly showed that Generation X nurses observe the scope of nursing practice and the laws affecting nursing practice specified in the Philippine Nursing Act of 2002.

Overall, the competencies of both groups of nurses, along with legal responsibility, had a weighted mean of 3.70, or "Competent." Millennial nurses expect more coaching and mentoring than any other generation in the workforce. They are optimistic and goal-oriented but also want structure, guidance, and extensive orientation. Internships and formalized clinical coaching and mentoring programs are highly valued in this generation (Sherman, 2024).

Table 6 presents a comparative study on the competencies of Generation X and Millennial nurses and personal and professional development. The highest items for the Millennials are items 7 and 9, "integrate high ethical standards and core values into everyday work activities," and "participate in at least one professional organization like the Philippine Nurses Association," with a weighted mean of 3.70 and 3.79, or "Competent." It showed that millennials observe the profession's necessary values and ethical aspects and make themselves members of the professional organization for nurses.

For Generation X on the level of competency along personal and professional development, the highest are items number 9 and 10, "participate in at least one professional organization like Philippine Nurses Association," and "support and encourage others to be members in a professional organization like Philippine Nurses Association," with a weighted mean of 3.65, 3.79 and 3.70, or "Highly Competent." The Generation X nurses were members of the professional organization for nurses. Also specified in the Philippine Nursing Law of 2002, Generation X nurses participate in the activities/ seminars conducted by PNA.

Table 6
Comparative Study on the Competency of Generation X and Millennials along Personal and Professional Development

Indicators	WM Millenials	DE	WM Gen X	DE	OWM	DE
I../The Gen X nurse						
1. Hold yourself and others accountable for actions and outcomes.	2.79	MC	3.98	C	3.38	MC
2. Assist client in implementing learning plans, such as making a routine health check-up.	2.67	MC	3.95	C	3.31	MC
3. Coach others in developing their career plans.	3.42	C	2.99	MC	3.21	MC
4. Develop a career plan and measure progress according to the plan.	2.84	MC	3.18	MC	3.04	MC
5. Create an environment wherein professional and personal growth is an expectation.	2.84	MC	3.25	MC	3.04	MC
6. Articulate the application of ethical principles to operations.	2.70	MC	3.34	MC	3.02	MC
7. Integrate high ethical standards and core values into everyday work activities.	3.70	C	4.39	HC	4.04	C
8. Ensure that there is an ethical perspective in organizational decisions.	2.70	MC	3.36	MC	3.03	MC
9. Participate in at least one professional organization, such Philippine Nurses Association.	3.79	C	4.39	HC	4.09	C
10. Support and encourage others to be member in a professional organization like Philippine Nurses Association .	3.65	C	4.53	HC	4.09	C
Overall Weighted Mean	**3.11**	**MC**	**3,80**	**C**	**3.43**	**C**

Overall, the competency level of both groups of nurses, along with their personal and professional development, got a general overall weighted mean of 3.43 or "Competent." This only proved that both groups of nurses were aware of their personal and professional development, which allowed them to be abreast of the profession.

Table 7 presents the competency evaluation among Millennials and Generation X with quality improvement/. It revealed that on the part of the Millennials, the highest are items 4 and 10, "control solutions and sustain success," and "support to encourage others to join in a professional organization like Philippine Nurses Association and Philippine Red Cross," with a weighted mean of 3.98 and 3.67 or "Competent." It revealed that the Millennials were aware that participation in professional organizations is important to be abreast of the trends in nursing practice.

Table 7
A Comparative Study on the Competency of Generation X and Millennial Nurses
Along Quality Improvement

Indicators	WM Millennial	DE	WM Gen X	DE	OWM	DE
I../The staff nurse						
1. Determine patient care quality improvement goals and objectives.	2.74	MC	3.85	C	3.30	MC
2. Measures success at improving specific areas of patient care.	2.79	MC	3.17	MC	2.98	MC
3. Analyse the root cause or variation from quality standards.	2.77	MC	3.14	MC	2.96	MC
4. Control solutions and sustain success.	3.67	C	3.28	MC	3.48	C
5. Articulate the organization's quality improvement program and goals.	2.70	MC	1.90	SC	2.30	FC
6. Explain and utilize metrics as a unit of measure for any process.	2.77	MC	3.07	MC	2.92	MC
7. Integrate high ethical standards and core values into everyday work activities.	3.30	MC	2.97	MC	3.14	MC
8. Ensure that the ethical perspective is considered in organizational decisions.	2.44	SC	3.09	MC	2.76	MC
9. Participate in at least one professional organization, such as Philippine Nurses Association or Philippine Red Cross.	2.65	MC	3.59	C	3.12	MC
10. Support and encourage others to participate in professional organization like Philippine Nurses Association and Philippine Red Cross.	3.98	C	3.80	C	3.89	C
Overall Weighted Mean	**2.98**	**MC**	**3.1**	**MC**	**3.08**	**MC**

On the part of Generation X on quality improvement, the highest items are numbers 1, 9, and 10, "determine patient care with quality improvement goals and objectives," "participate in at least one professional organization like Philippine Nurses Association or Philippine Red Cross," and "support and encourage others to participate in a professional organization like Philippine Nurses Association and Philippine Red Cross," with a weighted mean of 3.80, 3.59, and 3.85, or "Competent." It revealed that the group of nurses needs more capability to improve this area of competence.

Table 8 presents a comparative study on the competencies of the Millennial and Generation X nurses and research.

Table 8

Comparative Study on the Competency of Generation X and Millennials, along with Research

Indicators	WM Millennial	DE	WM Gen X	DE	OWM	DE
I../The staff nurse						
1. Collaborate with nursing faculty in nursing research and incorporate nursing research into practice.	3.09	MC	2.95	MC	3.02	MC
2. Incorporate research findings about health risks and risks reduction into the plan of care.	3.63	C	3.13	MC	3.38	MC
3. Participate in research that provides outcome measurement.	3.07	MC	3.22	MC	3.14	MC
4. Utilize research findings to establish the organization's standards, practices, and patient care models.	3.88	C	3.22	MC	3.55	C
5. Demonstrate awareness of societal and technological issues, trends, and new developments as they apply to nursing.	4.09	C	3.20	MC	3.64	FC
6. Determine when new delivery models are appropriate and envision and develop them.	3.18	MC	3.08	MC	3.13	MC
7. Update their knowledge and skills through research.	3.97	C	3.68	C	3.82	MC
8. Participate in studies that measure outcomes, such as joining the hospital's research team.	2.86	MC	2.98	MC	2.92	MC
9. Teach and mentor others to routinely utilize evidence-based data and research.	3.88	C	3.08	MC	3.48	MC
10. Participate in the research planning, implementation, and evaluation of changes that affect nursing practice, client care, and the practice environment.	3.98	C	3.09	MC	3.54	C
Overall Weighted Mean	**3.56**	**C**	**3.16**	**MC**	**3.36**	**MC**

It revealed that among the Millennials, the highest indicator is number 5, "demonstrate awareness of societal and technological issues, trends, and new developments as they apply to nursing," with a weighted mean of 4.09. It revealed that the Millennials were aware of the trends in the use of technologies relevant to research.

For Generation X, in their competency along research, the highest is item 7," update their knowledge and skills through research," with a weighted mean of 3.36, or "Moderately Competent." It revealed that Generation X nurses keep upgrading their ideas and capability to research, particularly those undergoing their master's or doctoral degrees, where they need to level up their qualifications.

Overall, the competency of the two groups of nurses in the research got a general overall weighted mean of 3.36, or "Moderately Competent." This implies that the nurses need more exposure and practice in conducting research, particularly if there are new cases handled in the clinical area.

Table 9 presents a comparative study on the competency of Millennial and Generation X nurses in record management. It revealed that for the Millennials, the highest item is 9, "document the plan of care for the clients," with a weighted mean of 4.40 and 4.47, or Highly Competent." It showed that the Millennials were knowledgeable about doing proper documentation in the care of their patients.

Table 9
Comparative Study on the Competency of Generation X and Millennial Nurses in Record Management

Indicators	WM Millennial	DE	WM Gen X	DE	OWM	DE
I../ The Gen X nurses 1. Evaluate patient care processes and systems.	4.18	C	3.58	C	3.88	C
2. Use applications for structured data entry (classification systems, acuity level, etc.).	2.90	MC	1.22	NC	2.06	SC
3. Demonstrate proficient awareness of legal and ethical issues related to client information data, and confidentiality.	4.32	C	3.84	C	4.08	C
4. Utilize hospital database management, system programs, decision support database and management, to analyse and access information from disparate sources for use in planning for patient care processes and systems.	2.98	MC	3.74	C	3.36	MC
5. Use appropriate techniques for data collection.	3.79	C	3.98	C	3.88	C
6. Collect data about various dimensions of the client.	2.90	MC	3.21	MC	3.05	MC
7. Collect data from a range of appropriate sources.	3.61	C	3.53	C	3.57	C
8. Record and manage the client's data with strict confidentiality.	4.40	C	3.84	C	4.12	C
9. Document the plan of care for the clients.	4.47	HC	3.91	C	4.19	C
10. Record client's participation in implementation of plan of care.	3.09	MC	3.91	C	3.50	C
Overall Weighted Mean	**3.66**	**C**	**3.48**	**C**	**3.57**	**C**

For Generation X, the evaluation of their competency in record management. The highest are items 5, 9, and 10. "use appropriate techniques for data collection," "Document the plan of care for the clients.," and "Record client's participation in the implementation of the plan of care," with a weighted mean of 3.98 and 3.91, or "Competent." It implied that Generation X nurses, just like the Millennials, perform the right documentation as part of their clinical duties using their techniques in data collection.

Challenges encountered by Generation X and Millennial nurses in the clinical area

Table 10 presents the challenges encountered by the two groups of nurses, Millennials and Generation X nurses. As revealed on the part of the Millennials, the highest challenge is items 5 and 9, "shortage of staff" that attend to patients and "stressful conditions in the clinical," with a weighted mean of 4.50 and 4.47, or "Highly Encountered and Encountered." It clearly showed that this challenge is very common nowadays in most hospitals. Their duties are stressful due to many factors besides the lack of nurses.

Table 10

Challenges encountered by the Generation X and Millennial nurses in the clinical area

Indicators	WM Millennial	DE	WM Gen X	DE	OWM	DE
1.Workload disparities	4.18	E	3.58	E	3.88	E
2. Toxic organizational culture	2.90	ME	1.52	SE	2.06	SE
Shortage of staff	4.50	HE	3.84	E	4.08	E
4. Lack of training opportunities	2.98	ME	3.74	E	3.36	ME
5. Low salaries and wages	3.79	E	3.98	E	3.88	E
6. Limited educational opportunities	2.90	ME	3.21	ME	3.05	ME
7. Work under pressure	3.61	E	3.53	E	3.57	E
8. Lack of support and opportunities	4.40	E	3.84	E	4.12	E
9. Stressful conditions in the clinical	4.47	E	3.91	E	4.19	E
10. Poor management	3.09	ME	3.91	E	3.50	E

Generation X's most significant challenges were items 5, 9, and 10: "low salaries and wages," "stressful conditions in the clinical," and "poor management," with a weighted mean of 3.98 and 3.91, or "Encountered." This clearly showed that Millennials and Generation X nurses have common challenges in the stressful situations they face. It is a reality that hospital nurses are overworked and overloaded, contributing to their stress levels.

Overall, the challenges encountered by both groups of nurses had an overall weighted mean of 3.57 or "Encountered." The highest challenges experienced are the shortage of nurses and stressful clinical conditions. It showed that millennial and Generation X nurses consistently experience the mentioned challenges. According to Alibudbud (2023), measures such as increasing salaries, timely provision of benefits, and filling vacant government regular positions can improve the working conditions for nurses in the Philippines.

Analysis of Variance on the Competency of Millennials and Generation X Nurses on Safe and Quality Nursing Practice

The table reflected that the value of F obtained was 0-0.2800, which is less than the tabular value of 3.55. This implies that there is no significant difference between the competency of nurses in the area of safe and quality nursing practice between Millennials and Generation X. Therefore, the hypothesis stated in Chapter 1 is accepted.

Table 11
Analysis of Variance on the Competency of Millennials and Generation X
On Safe and Quality Nursing Practice

Source of Variation	DF	Sum of Squares	Mean Square	F (Computed)	F (Table)
Between Groups	2	0.1100	0.0550		
Within Groups	18	4.0000	0.2220	0.2477	3.55
Total	**20**	**4.1100**			

Core Competency Standards, as defined by Tames (2009 represent the minimum attitudes, knowledge, and skills necessary to provide nursing care. It reflects the complex nature of nursing activities and determines the level of accountability. Graduates of the BSN program must be able to apply critical and analytical thinking in nursing practice. The nurse must be competent in the eleven (11) core competency areas for nursing practice identified in CMO No. 14, s. 2009.on safe and quality nursing care. The nurse must demonstrate a knowledge base and provide safety and sound decisions in the client's care.

Analysis of Variance on the Competency of Millennials and Generation X Management of Resources and Environment

Table 12 revealed that the value of F obtained was 0.-0.2800, less than the tabular value of 3.35. This implies that there is no significant difference between the competency of Millennials and Generation X in terms of the competency of nurses in the area of resource and environmental management. Therefore, the hypothesis stated in Chapter 1 is accepted.

Table 12
Analysis of Variance on the Competency of Millennials and Generation X
Management of Resources and Environment

Source of Variation	DF	Sum of Squares	Mean Square	F (Computed)	F (Table)
Between Groups	2	-0.1572	-0.0786		
Within Groups	18	5.0190	0.2788	-0.2800	3.55
Total	**20**	**4.8619**			

Analysis of Variance on the Competency Level of Millennials and Generation X on Health Education

Table 13 revealed that the value of F obtained was 0.6917, which is less than the tabular value of 3.35. This implies that there is no significant difference between the competency of Millennials and Generation X in the area of health education. Therefore, the hypothesis stated in Chapter 1 is accepted.

Table 13
Analysis of Variance on the Competency Level of
Millennials and Generation X on Health Education

Source of Variation	DF	Sum of Squares	Mean Square	F (Computed)	F (Table)
Between Groups	2	0.3629	0.1815		
Within Groups	18	4.7234	0.2624	0.6917	3.55
Total	20	5.0863			

Analysis of Variance on the Competency of Millennials and Generation X On Legal Responsibilities

It revealed that the F obtained was 3.02, less than the tabular value of 3.35. It implies that there is no significant difference between the competency of Millennials and Generation X in legal responsibilities. Therefore, the hypothesis stated in Chapter 1 is accepted.

Table 14
Analysis of Variance on the Competency of Millennials and Generation X
on Legal Responsibilities

Source of Variation	DF	Sum of Squares	Mean Square	F (Computed)	F (Table)
Between Groups	2	0.8100	0.4050		
Within Groups	18	2.4141	0.1341	3.02	3.55
Total	20	3.2241			

Article 3 Sec. 9 © of R.A. No. 9173 known as the PNA (Philippine Nursing Act of 2002) states that "the board shall enforce and monitor quality standards of nursing practice necessary to ensure the maintenance of efficient, technical and ethical, professional and moral standards in the practice of nursing profession taking into account the health needs of the nation,". It is incumbent upon the board of nursing to take the lead in the implementation and development of the competency standards to warrant the health of the public, maintain public trust, and promote the integrity of the nursing profession.

Analysis of Variance on the Competency Level of Millennials and Generation X on Personal and Professional Development

The value of F obtained was 2.97, which is less than the tabular value of 3.35. This implies that there is no significant difference between the competencies of Millennials and Generation X in the area of personal and professional development. Therefore, the hypothesis stated in Chapter 1 is accepted.

Competency in nursing is attaining a state where clinical knowledge and skills are recognized and developed to provide maximum patient care. Not only does it require essential

motivation on the nurse's part, but it also requires professional and academic endeavors on the nurse.

Table 15
Analysis of Variance on the Competency of Millennials and Generation X
On Personal and Professional Development

Source of Variation	DF	Sum of Squares	Mean Square	F (Computed)	F (Table)
Between Groups	2	1.3857	0.692885		
Within Groups	18	5.0553	0.28085	2.97	3.55
Total	20	6.4410			

This is aimed at ensuring that a nurse is not only able to provide adequate nursing care to her patients or clients but also continues improving her skills via various post-graduation studies and professional development programs (Competency Based Practice, 2011).

Analysis of Variance on the Competency Level Millennials and Generation X on Quality Improvement

The value of F obtained was 2.55, less than the tabular value of 3.55. This implies that there is no significant difference between the competency of Millennials and Generation X in quality improvement. Therefore, the hypothesis in Chapter 1 is accepted.

Table 16
Analysis of Variance on the Competency of
Millennials and Generation X on Quality Improvement

Source of Variation	DF	Sum of Squares	Mean Square	F (Computed)	F (Table)
Between Groups	2	0.2004	0.1002		
Within Groups	18	4.5943	0.2552	2.55	3.55
Total	20	4.7947			

Analysis of Variance on the Competency of Millennials and Generation X on Research

It was observed that the value of F obtained was 2.97, which is less than the tabular value of 3.55. This implies that there is no significant difference between the competency of Millennials and Generation X in the area of research. Therefore, the hypothesis stated in Chapter 1 is accepted.

Table 17
Analysis of Variance on the Competency Level
of Millennials and Generation X on Research

Source of Variation	DF	Sum of Squares	Mean Square	F (Computed)	F (Table)
Between Groups	2	1.3857	0.6929		
Within Groups	18	5.0553	0.2809	2.97	3.55
Total	20	6.4410			

Analysis of Variance on the Competency Level Millennials and Generation X on Record Management

Table 18 presents the Analysis of Variance on the Competency Level of Millennials and Generation X on Record Management.

Table 18
Analysis of Variance on the Competency Level of
Millennials and Generation X on Record Management

Source of Variation	DF	Sum of Squares	Mean Square	F (Computed)	F (Table)
Between Groups	2	01.0100	0.5050		
Within Groups	18	36.8082	2.0446	2.97	3.55
Total	20	37.8128			

It was observed that the value of F obtained was 0.24, which is less than the tabular value of 3.35. This implies that there is no significant difference between the competency of Millennials and Generation X in the area of record management. Therefore, the hypothesis stated in Chapter 1 is accepted.

Proposed Comprehensive Trainings and Support Program for Generation X and Millennial Nurses Competencies.

Program Title: COMPETENCY ENHANCEMENT PROGRAM TO IMPROVE THE COMPETENCIES OF GENERATION X AND MILLENNIAL NURSES

Program Overview

This program aims to bridge generational gaps in nursing practice by enhancing the core competencies of both Millennial and Generation X nurses. The focus is on delivering safe, quality care through continuous education, collaborative strategies, and adherence to the best clinical practices. It ensures that nurses are equipped with up-to-date knowledge and practical skills to reduce medical errors and enhance patient outcomes.

Rationale:

1. To enhance the ability of nurses to deliver safe and quality nursing care.

2. To reduce medical errors through improved verification and documentation processes.

3. To improved interdisciplinary collaboration among nurses, doctors and patients.

4. To identify and mitigate patient risk , including allergies and contraindications.

5. To instill a culture of safety, accountability, and continuous learning in the nursing workforce.

Area	Objectives	Strategies	Persons Involved	Time Frame	Expected Outcome
Safe quality nursing care	To ensure the delivery of safe, effective and high quality nursing care to all patients	Adhere strictly to patient safety protocols (5 rights of medication administration) use safely checklist and incident reporting tools. Conduct regular simulation training and safety drills. Promote a culture of safety and non-punitive reporting.	Nurses Nurse managers infection control team , quality assurance team	Ongoing daily practice, quarterly 9 trainings and drills)	Reduced incidents of patients harm, errors and near-miss events. Improved compliance with safety standards. Empowered staff to prioritize patient safety. Enhanced trust and satisfaction of patients and families.
Management of Resources and environment	To limit opportunities for unhealthy or risky behavior and prevent nosocomial infections	Proper waste disposal by providing covered trash bins checking the functionality of equipment maintaining clean surroundings	Nurses and other personnel	Monthly	Nosocomial infections prevented
3. Health Education	To give them the necessary health teachings	Home instructions are properly explained Advising them for follow up check-ups	Nurses patients	Every duty before patient discharge	Improved patient understanding of their condition. Increase patient compliance
4.Legal Responsibility	To be equipped with the necessary licenses and other identification	Updated professional license and membership to nurses associations. Act only within the	Nurses	Yearly, every first quarter	Legally safe in the practice of nursing. Problems will be prevented

	cards for the profession	scope of nursing practice			
5.Ethico-moral Responsibility	To uphold ethical standards and moral responsibilities of nursing practice	Conduct regular training on nursing ethics and patient rights.	Nurses, Nurse Educators, Ethics committee hospital management	Quarterly (for training) ongoing daily practice	Nurse demonstrate ethical behaviour in clinical practice increases awareness and reporting of ethical concerns. Patients right are consistently respected and protected
6. Personal and Professional Development	To continuously improve the personal growth and professional competency of nurses	Encouraged attendance in seminars, workshops and continuing education	Nurses, Nurse Managers, Human Resources management, training coordinator	Semi-annually (training and workshop) ongoing mentorship and evaluations	Increased participation in professional development activities. Enhanced confidence and motivation among staff. Improved performance and leadership. Readiness higher job retention and satisfaction
7. Quality Improvement	To enhance overall quality of nursing care and patient outcome through continuous improvement initiatives	To monitor and evaluate clinical performance indicators (e.g., infections rates, patient falls) to conduct regular audit and feedback sessions	Nurses quality assurance, nurse managers, hospital administrators	Monthly (monitoring and evaluation) Quarterly (audits and QI projects)	Improved patients care standards reduction on clinical errors and adverse events increases staff engagement on QI efforts compliance with accreditation and regulatory standards
8. Research	To promote culture of inquiry and evidence based practice among nurses	Provide training on research methodology and ethics. Encouraged nurses to identify clinical problems and develop research proposal	Nurses Nurse researchers, nurse educators	Annually (raining) Annually (research presentation)	Increased nurse participation of nurse application of evidence-based intervention in clinical settings. Improved critical thinking and analytical skills. Recognition of nursing contributions to health care innovation

| 9.**Record Management** | To ensure accurate, timely and confidential documentation of patient information and nursing care | Train staff on proper documentation, standards and legal aspects of record keeping. Implement electronic health record (EHR) systems with regular updates. Conduct regular audit. Check completeness and accuracy of records. Enforced confidentiality protocols control measures. | Nurses , medical records, staff nurse educators,

IT department , quality assurance team | Monthly (audit) Quarterly (training) ongoing (system use and monitoring) | Improved accuracy and completeness of patient records. Reduced documentation errors and data loss. Increased compliance of legal and institutional standards. Strengthened patients confidentiality and data security |

Expected outcomes:

1. Increased accuracy in administering medications

2. Decreased confidence of medical and medication errors

3. Improved nurse-patient communication and safety awareness.

4. Higher levels of satisfaction and trust in healthcare delivery

5. Enhanced collaboration between nurses, doctors and other healthcare professionals.

IV. Conclusion and Recommendation

This chapter shows the conclusions and recommendations based on the findings of the Study.

1. The comparison of Generation X and Millennial nurses reveals both shared strengths and generational differences in nursing competencies.

2. Generation X nurses, are recognized for their strong clinical skills, independence, and reliability developed over years of hand-on experience. They often value stability, face-to-face communication, and structured workplace environment.

3. In contrast, Millennial nurses are generally more technologically adept, collaborative, and open to innovation. They tend to seek feedback and continuous learning opportunities and prioritize work-life balance and meaningful work.

4. Both generations demonstrate high levels of competence in patient care, but their approaches and preferences in the workplace can differ. These differences, if not managed

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effectively, may lead to intergenerational misunderstandings, but they also present an opportunity for dynamic, complementary teamwork.

Conclusions

Based on the findings of the Study, the following are hereby concluded.

The respondents were in the group of young and middle adults, female dominated, with no marital relationship, did not pursue their postgraduate studies, earned an average monthly income, been in the service for a few years, were staff nurses, and were regular in their positions.

The Millennial nurses were more competent in record management and lowest on quality improvement, while the Generation X nurses were competent in legal responsibility and lowest on research. Overall, both groups of nurses were competent in legal responsibility and lowest in research.

The highest challenge encountered by the Millennial nurses is along shortage of staff, while the Generation X nurses were challenged by low salaries and wages.

Based on these findings, a competency enhancement program has been proposed to improve inter-generational collaboration, address workplace challenges, and enhance the delivery of quality patient care.

Recommendations

Based on the conclusions formulated, the following are hereby offered:

The nurse respondents, Millennial and Generation X nurses, must pursue a higher level of education to increase their competencies for better patient care outcomes.

The Millennial nurse respondents must enhance their level of competencies by attending updates or seminars, particularly on quality improvement, and the Generation X nurses must conduct research.

The shortage of staff in hospitals must be addressed by the hospital administrators to recruit additional nurses, and they must follow the salary standardization even in the private hospitals.

The proposed program can be adapted by hospital employers for their nurses to be motivated in their work and thereby increase their competency levels.om

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