Leadership Styles of Gen X and Millennial Healthcare Administrators in the Selected Areas in the Philippines: A Comparative Study

Jennifer Onting[1], Rozenne Perez[2], Cristilyn Rubio[3], Schielden Torreda[4], Professor Erwin Faller[5]

[1] St. Bernadette of Lourdes College- Graduate School, @jonting@sblc.edu.ph

[2] St. Bernadette of Lourdes College- Graduate School, @rperez@sblc.edu.ph

[3] St. Bernadette of Lourdes College- Graduate School, @crubio@sblc.edu.ph

[4] St. Bernadette of Lourdes College- Graduate School, @storreda@sblc.edu.ph

[5] Research Adviser, St. Bernadette of Lourdes College- Graduate School, @efaller@sblc.edu.ph

ABSTRACT

The demographic analysis of Gen X and millennial respondents reveals distinct trends. Female leaders dominate both generations, with Gen X participants primarily consisting of midwives, while millennials are predominantly nurses. Gen X professionals typically have 16 to 20 years of employment, whereas millennials commonly fall within the 6 to 10-year range. Gen X members often hail from the medical service department, while millennials are frequently associated with the nursing department. Surprisingly, both generations share a preference for a facilitative leadership style. Additionally, in Gen X, age and years of employment significantly influence leadership style, whereas in millennials, age may be a factor, but years of employment do not exhibit a notable impact on leadership preferences. This comprehensive overview highlights key demographic and leadership style patterns within both generational cohorts.

Keyword: Gen X, Millennial, leadership style

Introduction

In the modern workplace, the blending of multiple generations presents both opportunities and challenges. Distinctive attributes and experiences from each generation are driving the restructuring of the very fabric of organizations. As Kyles (2005) aptly remarked, "Today's workforce is more varied than ever before", with a notable emphasis on age diversity. Arsenault (2004) also weighed in, asserting that generational differences have become a "legitimate diversity issue" that organizations need to recognize and address with fervor.

Central to this discourse are the generations commonly identified as Generation X and Millennials or Generation Y. As clarified by Wey Smola and Sutton (2002), "The Generation Y are also labelled as Millennials, consolidating various naming conventions into a singular, consistent identifier". The rising prominence of Millennials in international dialogues is undeniable. Fritsch et al. (2018) emphasized the growing spotlight on this demographic, noting that "social and political discourse has increasingly focused on millennials and the impact of this generation on the nation's workforce and economy". This shift is further underscored as Baby Boomers approach or enter retirement. Ng et al. (2017) highlighted the onus now placed on Millennials to fill in leadership gaps, asserting that "organizations are looking to the Millennial Generation to fill the leadership pipeline".

Yet, the Philippine healthcare sector reveals a landscape rich in complexity. As millennial nurse administrators begin to assert their leadership, they confront challenges possibly unforeseen by their Gen X predecessors. The tussle between embracing technological innovations, navigating inter-generational team dynamics, and adapting to rapidly changing healthcare regulations is palpable. The looming entrance of Generation Z into this space further compounds this intricate dynamic.

On the international stage, the leadership transition from Baby Boomers to Millennials is well-documented. A study conducted by Virtuali and WorkplaceTrends.com illuminated the profound leadership aspirations of millennials, asserting that "91% of millennials are aspiring to lead positions". Reflecting on the Asian context, the Malaysian Vision 2020, aimed at attaining developed nation status, identifies leadership as a linchpin, with a pronounced emphasis on the pivotal role of Millennials in realizing this vision (Sarah, 2017).

Methodology

Research Design

This study employs a quantitative-comparative research design to investigate the leadership styles of Generation X and Millennial healthcare administrators in specific regions of the Philippines. Utilizing survey methods, the research aims to collect numerical data to assess and compare

leadership approaches quantitatively. The survey instrument will be meticulously crafted to inquire about various leadership dimensions, considering established frameworks. The chosen approach allows for statistical analyses ANOVA, to identify significant differences between the leadership styles of the two generations. The findings aim to contribute valuable insights to the field of healthcare administration, particularly in the context of generational variations in leadership within the Philippines.

Research Locale

This study was conducted in the selected healthcare facilities in the Philippines, namely: Region IV A, Region VII, Region IX, Region X, and NCR.

Research Participants

The participants of this study were the selected healthcare administrators and practitioners in the Philippines, namely: Region IV-A, Region VII, Region IX, Region, X, and NCR.

Table 1. **Distribution of the Participants According to Region**

REGION	Gen X	%	Millennials	%
IVA	48	32	23	15
VII	12	8	15	10
IX	0	0	1	1
X	1	1	4	3
NCR	35	23	12	8
TOTAL	96	64	55	36

Table 1 presents the participants according to region. It can be gleaned from the table that for generation, 96 or 64% belonged to the Gen X bracket. At this rate, it can be said that the majority of the participants are in a stage of life that Erik Ericson would say the middle-aged years. Observations of the Gen Xers' ability to work with and through others have enabled Xers leaders to shape the future of work and generate faster innovation by getting people to work together to satisfy customers' needs and solve organizational issues.

Instruments

The primary instrument used in this study was a set of questionnaires adopted and/or modified from existing inventories. The researchers arranged them according to the sequence of the statement of the problem.

Data Gathering Procedure

Upon approval by the professor of the subject Advanced Research, the researchers secured permission, through the use of transmittal letters from the administrators of the different health facilities: hospitals, clinics, and diagnostic centers; to allow them to administer the questionnaires to the administrators, physicians, nurses, midwives, medical technologists and all those who exercise leadership roles in the said health facility via google form link.

The data gathered were sorted, tallied, and subjected to statistical treatment.

Data Analysis

The data gathered from the respondents were analyzed using the following statistical tools:

Frequency Count and Percentage Distribution (f and %). To analyze statement of the problem number one, these statistical tools were utilized to present the profile of the participants.

Mean and Standard Deviation (M and SD). To examine the results of statement of the problem number two. These statistical devices were employed to describe the preferred leadership style of the healthcare administrators who participated in the study.

Analysis of Variance (ANOVA). To test statement of the problem number three, this statistical instrument was applied to ascertain the existence of a significant difference between the demographic profile and the respondents' leadership styles.

RESULTS AND DISCUSSION

This section presents the results of the study, provides analysis and interpretation of data, and discusses the implications of the findings. The presentation and discussion of the data follow the sequence of the research objectives in the Statement of the Problem in Chapter 1.

SOP 1. Profile of the Participants

Table 2. *Frequency and Percentage Distribution of Gen X Participants According to the Demographic Variables*

Demographic Variable	f	%
Gender at Birth		
Male	6	6.00
Female	90	94.00
Profession		
Physician	9	9.00
Nurse	13	14.00
Pharmacist	3	3.00
Medical Technologist	4	4.00
Midwife	55	57.00
Others	12	13.00
Years of Employment		
less than 1 year	1	1.00
1-5 years	0	0.00
6-10 years	20	21.00
11-15 years	20	21.00
16-20 years	31	32.00
more than 20 years	24	25.00
Area of Practice		
Hospital Administration	5	5.00
Medical Service	46	48.00
Nursing Department	5	5.00
Laboratory	5	5.00
Dietary	0	0.00
Pharmacy	3	3.00
Others	32	33.00

Table 2 shows that 90 or 94 % of the participants are females and 6 or 6% are males. It can be said that healthcare facilities are dominated by female leaders. As regards the professions of participants, 55 or 57% are midwives, 13 or 14% are nurses, 12 or 13% are in professions other than those mentioned in our list, 9 or 9% are physicians, 4 or 4% medical technologists, 3 or 3% Pharmacists. Data shows that most of the participants in the study are midwives. Further, on years of service, 31 or 32% of the participants have been working for sixteen to twenty years, 24 or 25% have worked for more than 20 years, 20 or 21% have six to fifteen years of service, and 1 or 1% has worked for less than 1 year. As regards the area of practice, 46 or 48% currently work in the medical service department, 32 or 33% from other hospital departments, 5 or 5% are in the hospital administration, nursing department, and laboratory department, while 3 or 3% are in the pharmacy department.

Table 3 Frequency and Percentage Distribution of Millennial Participants According to the Demographic Variables

	f	%
Profession		
Physician	2	4.00
Nurse	22	40.00
Pharmacist	1	2.00
Medical Technologist	2	4.00
Midwife	14	25.00
Others	14	25.00
Years of Employment		
less than 1 year	5	9.00
1-5 years	18	33.00
6-10 years	20	36.00
11-15 years	5	9.00
16-20 years	6	11.00
more than 20 years	1	2.00
Area of Practice		
Hospital Administration	2	4.00
Medical Service	13	24.00
Nursing Department	19	35.00
Laboratory	2	4.00
Dietary	4	7.00
Pharmacy	1	2.00
Others	14	25.00

Table 3 displays the demographic description of the millennial group. For this group, table 3 shows that 43, or 78% are females and 12 or 22% males out of a total of 55 respondents. The respondents who participated in the survey were nurses with 22 or 40%, 14 or 25% were midwives and other professionals, 2 or 4% were physicians and medical technologists, and 1 or 2% were pharmacists. On years of service, 20 or 36% have worked for six to ten years, 18 or 33% are working for one to five years, 6 or 11% have sixteen to twenty years in service, 5 or 9% worked for less than a year, another 5 or 9% have worked for eleven to fifteen years, and 1 or 2% has more than 20 years of service. As for their current area of practice, 19 or 35% are in the

nursing department, 14 or 25% from other hospital departments, 13 or 24% from the medical service department, 4 or 7% from the dietary department, 2 or 4% belonged to the hospital administration and laboratory department, and 1 or 2% from the pharmacy department.

SOP 2. Leadership Styles of Healthcare Administrators in the Selected Areas in the Philippines

Table 4. Average scores of Gen X Participants on their Leadership Styles

Gen X Leadership Style	Mean	SD
Authoritative	8.82	2.76
Democratic	9.71	2.19
Facilitative	9.90	2.16
Situational	9.11	2.47

Table 4 reveals the Gen Xers' most preferred leadership style. At an average of 9.90 and 2.16 standard deviation, facilitative leadership comes out to be the highest for Gen Xers participants. It can be inferred that more healthcare leaders are collaborative. They wanted to involve all team members in decision-making and showed flexibility in dealing with change, provided constant support to team members and defended their values and beliefs. According to Quinabo (2023), Gen X is the key generation whose teenagers come home from school to take care of themselves. It's a time when Gen Xers built their independence, confidence, and resilience—learned behaviors that will stay with them in the workplace. Their priority is flexibility in all areas of life, including work. Gen Xers are looking for jobs that give them the freedom to pursue their goals, according to FamilySearch.org. Their unwavering need for freedom and independence (a change from their advanced cooped-up days) is one of the reasons why telecommuting has taken off, and Gen Xers are increasingly demanding it whenever possible. The result of this study reveals a strong affirmation of Gen Xers' leadership ability to work, engage, and encourage the team as they have their share of an upbringing.

Table 5 Average scores of Millennial Participants on their Leadership Styles

Millennial Leadership Style	Mean	SD
Authoritative	7.45	2.50
Democratic	8.60	2.13
Facilitative	9.09	1.85
Situational	8.20	2.19

Table 5 shows the Millennial administrators' most preferred leadership style. As organizations embrace millennial development, they are looking for new ways of managing that 10 years ago would not have been considered necessary or even effective. According to Post (2023), along with how to lead millennials, it is essential to analyze what they bring to the table as leaders themselves. Leadership today is less about position and power and more about charisma and influence. As the number of millennials in the workforce increases, it becomes imperative that leaders develop the ability to empathize, listen, and think. Building relationships is crucial because today's leaders can no longer afford to ignore the people around them or their opinions. Leaders must use their skills to create a personal brand that focuses on a facilitative leadership style. In this connection, the result of the study reveals that with an average of 9.09 and a standard deviation of 1.85, Millennial leaders tend to lean on a facilitative leadership style.

SOP 3. Significant Difference between the Demographic Profile and Leadership Styles of Healthcare Administrators in the Selected Areas in the Philippines

Tables 6 and 7 present the summary of the direct interplay of variables with the different respondents as represented from the selected areas in the Philippines.

Table 6 Analysis of Variance in Leadership Styles Concerning the Gen X Participants'

Profile

Variables	SS	df	MS	F	P-value	F crit
Leadership Styles and Age	128125.8 3690.927	4 475	32031.44 7.770373	4122.253	0	2.39071
Leadership Styles and Years of Service	3946.198 6334.746	4 475	986.5495 13.33631	73.97471	1.04E-48	2.39071

***F> F crit** then, it rejects the null hypothesis*

Initially, the figures show an incontestable relevance of the age of the participants to the leadership style. The figures are straightforward, which only means that the Gen X respondents treat age as decisive about leadership style; moreover, the same result is true with the leadership styles and

years of service. Conversely, the consideration of age as associated with the aforementioned variables is substantially consequential. All the figures in "F" computed exceed in stretch than those in "F" critical. The interpretation is that maturity in age and years of service counts as relevant in the context of leadership.

Table 7 Analysis of Variance in Leadership Styles Concerning the Millennial Participants' Profile

Variables	SS	df	MS	F	P-value	F crit
Leadership Styles and	31917.77	4	7979.442	1077.166	1.4E-164	2.405077
Age	2000.109	270	7.407811			
Leadership Styles and	84.8624	4	21.2156	1.906481	0.109613	2.405077
Years of Service	3004.599	270	11.12815			

*F> F crit then, it rejects the null hypothesis

Interestingly, the impression of the numerical data in Table 7 indicates a divide. For the Millennials, while age is significant to leadership styles, years of service is not, as expressed by F=1077.166 for age than the F=1.906481 with years of service. This data is not isolated though; Amy Adkins noted in a business journal that, millennials have a reputation for job-hopping. She further, asserts that this notation is supported by the Gallup report on the millennial generation which revealed 21% of millennials say they've changed jobs within the past year, which is more than three times the number of non-millennials who report the same. Gallup estimates that millennial turnover costs the U.S. economy $30.5 billion annually.

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Findings

1. On the demographic profile in terms of gender, both Gen X and millennial respondents are dominated by female leaders.

2. As regards profession, most of the Gen X participants are midwives while in the millennial group, mostly are nurses.

3. In terms of years of employment, in the Gen X group, most of the participants have been working for sixteen to twenty years while in the millennial generation of participants, most are in their sixth to tenth year.

4. In the area of practice, in Gen X participants, most of them are from the medical service department while in the Millennial group, many of them are from the nursing department.

5. Both Gen X and Millennials prefer a facilitative leadership style.

6. For Gen X respondents, age and years of employment revealed significant differences to leadership style. For the Millennials, age may be significant to leadership style but not with the years of employment.

Conclusion

1. Participants of the study were clustered into the following regions: IV-A, VII, IX, X, and NCR.

2. There were 151 participants, 96 belonged to Gen X and 55 were Millennials.

3. A large number of healthcare participants in this study were midwives and nurses.

4. The majority of the participants of this study were employed for six years.

5. Many of the participants were currently assigned either to the medical service or nursing service departments.

6. The facilitative style of leadership is mostly preferred by both Gen X and Millennial generations.

7. There is a significant difference between the age, years of employment, and leadership style according to the Gen X participants.

While the result of the analysis on the difference between age and leadership style is significant, it is otherwise, as regards to years of employment.

Recommendations

1. Encourage more participation of other regions to include some regions in Mindanao.

2. Conduct research, expanding the demographic profile to include personality, life experiences, emotional intelligence, family relationships, and mindset as contributing factors to leadership styles.

3. Challenge the result of the Millennials which says there is no insignificant difference between years of employment and leadership style by conducting a more in-depth study.

Reference

Arsenault, , P. (2004). Validating generational leadership issue. Leadership & Organization Development Journal, 25(2), 124-141.

Cervera, V. M. (1988). Filipino Work Values Scale Manual. Quezon City, Philippines: MAVEC Specialists Foundation.

Chou, S. Y. (2012). Millennials in the workplace: A conceptual analysis of millennials' leadership and followership styles. International Journal of Human Resource Studies, 2(2), 71-83.

Chung, .M. (2016). Moving up millennials to leadership roles. American Nurse Today, 11(12).

Retrieved from https://www.americannursetoday.com/moving-millennials-leadership-roles/

Giltinane, C. L. (2013). Leadership styles and theories. Nursing Standard, 27(41), 35–39.

Retrievedfromhttp://falcon.lib.csub.edu:2048/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=a9h&AN=88146473&login.asp&site=ehost-live

Gunawan, J. (2016). Generation Y nurse: What do i need in the workplace? Belitung Nursing Journal, 2(3), 44-46. Retrieved from http://belitungraya.org/BRP/index.php/b nj/article/viewFile/21/pdf

Krivova, E. (2015). Millennials, who are they and how are they different? BURKE 9781783476572(M3696) (G).indd [23/08/2021]

Kupperschidt, B. R. (2000). Multigenerational employees: Strategies for effective management.

Health Care Manager, 19(1), 65-76.

Kyles, D. (2005). Navigating generational differences in the workplace. Journal of Business & Leadership, 1(1), 28-38.

Pilcher, J. (1994). Mannheim's Sociology of Generations: An Undervalued Legacy. The British Journal of Sociology, 45(3), 481–495. https://doi.org/10.2307/591659

Leavitt, Rose M, "Generational differences in work motivation of healthcare workers" (2014). ETD collection for University of Nebraska – Lincoln

Rickes, P. C. (2010). Talkin' 'bout my generation. Retrieved from http://www.nebhe.org/thejournal/talkin-bout-my-generation

Thrash, , A. (2012). Leadership in higher education. International journal of humanities and Vol.29(1), pp.55-74