Supervision of the Emerging Millennial Nurses as Experienced by Nurse Administrators

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Abstract

The need for supervision among the emerging millennial nurses is characterized by their dominancy as workforce in the healthcare services and dynamism of their holistic-being. This qualitative study from a phenomenological approach explored the supervision of the emerging millennial nurse as experienced by nurse administrators. The participants of the study were 8 nurse administrators from secondary and tertiary level, government and privately owned hospitals. Thematic insights were generated in terms of the millennial generation nurses' knowledge, skills, and attitudes. It also highlighted the challenges encountered by nurse administrators as well as their management strategies and techniques in dealing with these nurses.

Keywords: nurse administrators, millennial nurses, phenomenology, lived experiences.

INTRODUCTION

The current nursing workforce is primarily made up of millennial cohorts. The Millennial generation (1980-2000) grew up in a world where violence, terrorism, and drugs were commonplace (Raines, 2002). Members of this age are upbeat, positive young adults with strong collaborative and creative skills. This generation excels at multitasking and networking, and they are more engaged in workplace groups than previous generations (Keepnews, Brewer, Kovner & Shin, 2010)

Nurse leaders expect that the nursing workforce will remain diverse in age for many years to come. Mismanagement of millennial nurses will have a significant impact on the quality of services in the hospital and community. Hospitals and healthcare institutions must be millennial ready in recruiting nurses to give quality health care services. According to Walsh (2015), millennials seek bigger challenges and possibilities for advancement, and dealing with the millennial generation of nurses is a problem for any nurse administrator.

Because of the distinctive traits of the millennial generation, managers have been energized to rethink how they lead (O'Keefe, 2016).

The ability of medical personnel to offer high-quality care is highly valued by hospitals, healthcare institutions, and the general public. Nursing is a profession in which nurses must always be able to assume personal responsibility. They must complete their tasks with precision and accuracy. One bad mistake we make can lead to major complications that can endanger a person's life. Nurse administrators, being one of the most significant parts of the healthcare business, are responsible for the management of the nurses under their supervision. Nurse administrators can better enhance their organizational commitment by understanding the generational needs of nurses (Carver & Candela, 2008).

Filipino millennials account for around a third of the country's overall population, or 35 million people. This means they already make up a major portion of the workforce and are

influencing the economy and health-care industry's direction. As a result of being constrained by change, it has an impact on society, such as in the field of nursing. Literature review poses a limitation on looking at the emerging millennial nurses in their workplace, thus, the study focused on nurse administrators on how they view millennial nurses in a hospital setting.

Statement of the Problem

This study aimed to explore the supervision of the emerging millennial nurses as experienced by nurse administrators. The research questions for this study were as follows:

1.   What are the lived experiences of nurse administrators on millennial generation nurses in terms of knowledge, skills and attitude towards work, others/ co-workers.

2.   What are the challenges encountered by nurse administrators in the supervision of millennial generation nurses?

3.   What strategies and techniques do nurse administrators employ to manage the millennial generation nurses?

Methodology

This study followed a qualitative design from a phenomenological approach to explore the supervision of the emerging millennial nurses as experienced by nurse administrators. The participants were the 8 nurse administrators, 4 males and 4 females, 4 from secondary private hospitals, 2 from secondary government hospitals, 1 from tertiary government hospital and 1 from tertiary private hospital. Their age ranges between 28 - 53 years old and their length of service as administrator ranges from 1 - 8 years. Using purposive sampling, the participants of this study were the administrators from different tertiary government-owned and secondary private hospitals in Western Visayas. The participants' names were given by the Chief Nurses of these hospitals with permission from their office. They are currently assuming the designation as

Head nurse or Team leader in the specific department/ unit.

The number of participants was determined by the research questions, data collected, ongoing analysis, study resources, and the richness and saturation of the data gathered during data collection (Merriam & Tisdell, 2016). Criterion sampling is recommended by qualitative researchers when looking for people who have had similar experiences or when trying to match participants to a list of specified participant characteristics stated in the procedure (Creswell, 2013; Merriam & Tisdell, 2016).

The researcher arranged a mutually agreeable time and place for each meeting. Upon approval for participation, an informed consent was signed and a copy given to her/him. Permission included the use of a voice recorder during the interview for an accurate capture of the activity and needed for translation of the document.

During the face-to-face interviews, the researcher initially established rapport by asking their personal profile and about their nursing area and scope of work in the hospital. The flow of conversation was guided and focused on the research questions to explore the lived experiences of the Nurse administrators in the supervision of the emerging millennial nurses within the department/ unit of work. The entire interview varied from 20-30minutes per participant.

Member checks were utilized by the researcher to obtain clarification that the transcript has captured truthfully what was stated by the participant, allowing for modification to establish credibility.

Due to the COVID-19 pandemic, follow-up interviews were done by cellphone calls and messenger voice calls in order to gain further clarification from the participant, or to probe deeper into the information obtained from the interview process as a means to establish data saturation. Guided by Creswell six steps for qualitative data analysis, these included identifying, analyzing, organizing, describing, and reporting themes found within a data set

was followed with strict adherence. After each interview, data were transcribed, translated and arranged accordingly.

Each participant was asked to review the transcript to determine if the transcript is a fair and accurate representation of the interview. Since the transcripts generated large amount of data, the physical management and organization of data was accomplished carefully and were verified. With the help of licensed software NVivo the coding was identified as "nodes." After the materials were coded, the nodes were printed. NVivo allowed the researcher to manually cluster into common themes and thematic insights.

The researcher identified and analyzed the data based on the knowledge, skills, and attitude of millennial generation nurses as well as the challenges and strategies employed by nurse administrators in the supervision of millennial nurses within their department and area of hospital duty. The thematic insights were then established.

Features of the study met the Trustworthiness criteria described by Lincoln and Guba (Graneheim & Lundman, 2004). The researcher implemented member checking as a method of ensuring credibility. This method allowed the participants to review and comment on the accuracy of transcripts, interpretations and conclusions. Member checking required that contact with the participants be made twice: once to collect data and second time to review its accuracy and completeness. Triangulation was employed wherein at least three sources of information were used to support a major conclusion. The use of multiple data collection methods (in-depth interviews, observational review, peer debriefing) increases dependability, cross- checking of information and conclusions. Peer debriefing was an opportunity for the researcher to talk through aspects of the study with a colleague (peer) who is not involved in the study. To establish confirmability, data gathered went through a detailed documentation, creation of codes, categories, use of verbatim quotes to illustrate themes in the manifest data for data analysis. A detailed description of the research setting and

characteristics of the participants was included in the final report to allow readers to judge to which these research findings are relevant to their setting, thus transferability can be judged.

Ethical Consideration

Prior to the conduct of the research, the researcher mindfully prepared the informed consent for each participant. Parties were not coerced into participating in the study and data gathered was carefully handled preserving the anonymity and respecting the privacy and confidentiality of the involved persons.

The Free Prior Informed Consent (FPIC) format was adapted from the University Research Ethics and Review Office (RERO) of St. La Salle University and a signature affixed in it, more so since all interviews were audio-recorded.

In the final written report, pseudonyms were used and any specific identifiers were removed.

Results and Discussion

The experiences and descriptions are presented in the order as they emerged from the text. Significant statements are provided to illustrate the richness of the data and to provide rigor for evaluation shown by the thematic insights drawn after careful reflection and study.

Supervision of the Emerging Millennial Nurses as Experienced by Nurse Administrators in terms of Knowledge

Knowledge is the familiarity, awareness, or comprehension of someone or something, such as facts, skills, or assets. According to most accounts, knowledge can be gained through a variety of methods and from a range of sources, including but not limited to perception, reason, memory, witness, scientific research, education, and practice.

The Nurse Administrators' interviews were specifically focused on three aspects of the Millennial Nurses in the performance of their tasks as practicing staff nurses in their department / area of assignment.

Two themes emerged in the lived experiences of nurse administrators on the knowledge aspect of millennial nurses. They view millennial nurses in the following areas:

a. Seeking Opportunities to Enrich Oneself and b. Adapting Innovation to Grasp Information. Significant statements and discussion follows.

Theme 1: Seeking Opportunities to Enrich Oneself

Knowledge is the identification of awareness and its application to the advancement of humanity. It is born in human minds and grows in popularity as more individuals become interested in its acquisition and spread. The formation to improve and advance knowledge is aided by previewing knowledge (Nasimi et al., 2013). It is now seen as a factor that is steadily altering our personal, organizational, and social intelligence performance. The environment for nursing care, administration of care, and guaranteeing safety, quality, patient experience, and efficient resource utilization has shifted from a linear to an exponential expansion of human knowledge process.

"That is why [millennial generation] want themselves to be upgraded from time to time with the   latest update. Because every time, once they feel that they are not upgraded, they feel that they   do not belong to the millennials. Usually, they want to be updated". "They are willing to listen,   they are willing to learn, they are very willing". "These nurses were book-smart".

They use multiple platforms of technology to enhance themselves to be competent and equipped to perform the duty entrusted to them because they were born in the digital era. By accumulating meaning and identifying what action should be taken, information can be converted into knowledge, according to Gill (2000).

Knowledge is something that the millennial generation aspires to. They do not want to be left behind. They desired a competitive advantage over their coworkers. Millennials want to know exactly what is expected of them at work, including what deadlines they must

fulfill and what work standards are required of them (Lancaster & Stillman, 2010; Taylor, 2014; Zemke et al., 2013). Millennials, according to Walsh (2015), seek increased challenges and possibilities for upward mobility. According to O'Keefe (2016), millennials desire to attend training courses to expand and enhance their skill sets for their organization to use as needed for financial advantages and success. They want to make a difference in both their personal lives and their workplaces (Lancaster & Stillman, 2010).

Theme 2: Adapting Innovation to Grasp Information

Scientific information is becoming increasingly important nowadays, and health-care applications are evolving at a rapid pace. According to the International Council of Nurses (2009), innovation is the process of developing new techniques, technology, and ways of functioning. The millennial can readily adapt to the new trends thanks to technological advancements. Millennials are digital natives, and they can filter information more quickly than previous generations. They have a quick grasp of the knowledge. According to Hare and Hoffman (2021), the millennial age is incredibly quick to learn and does not require constant supervision, which is a valuable asset in today's real-time workplace.

"They are fast learners. They are fast to adopt and that is why some of them are confident and   some of them are not because they have doubts in their skills". "One thing I noticed with the   nurses in terms of knowledge is they can easily catch up to what they see in their environment   like the latest innovations. They can easily catch up the updates to other countries".

Millennial nurses are inquisitive by nature, and they frequently use technology to gather further knowledge. According to Kara (2015), a quickly evolving world strengthens the nursing profession; it is necessary to highlight innovation and professional training.

Supervision of the Emerging Millennial Nurses as Experienced by Nurse Administrators in Terms of Skills

Skills are very important in nursing practice. Poor skills might lead to poor nursing care. The lived experiences of nurse administrators in terms of skills of millennial nurses in their supervision emerged with two themes namely: Polishing the skills in actual practice and integrating technology in work life.

Theme 1: Polishing the skills in actual practice

When all of the human resources in the health-care industry have professional competence, a deep understanding of the product, are kind, attentive, and sensitive to the requirements of the patients, and are able to communicate effectively, quality will improve (Widjaja & Saragih, 2018). The quality of health services will be defined by the quality of nurses' services, which will be supported by the quality of nurses, according to Kusmiran (2017). As a result of the function of nursing abilities in providing exceptional services, patients will be more satisfied and loyal as consumers (Winarno, 2010). Thus, possessing appropriate skills in nursing practice will contribute to the success of health care services. However, the millennial nurses in this study were mostly new graduates or were not able to practice nursing after graduation. They lack experience in some procedures present in the hospital setting. They need to be trained and guided for them to perform effectively.

"They need to be polished because most of them, they are new. They are used to have clinical instructor to assist them". "There are some who seem ready, others need to be taught… there is a need of preparation… they need to be molded and nurtured". "The millennial nurses, they do not have an experience. It is their first time work… you have to guide them on what to do since there is a rationale for everything".

Hard skills are measurable and defined abilities that can be taught. The abilities or knowledge required to complete a specific task are sometimes referred to as talents. As a result, it is critical for the millennial generation of nurses to learn these abilities in order to provide high-quality health-care services.

However, according to the administrators in this survey, the new millennial generation of nurses lacks the requisite hard skills. The conflict between the professional value of patient-oriented nursing care and the organizational value of task-oriented nursing, according to Rung-Feng and Yun-Fang Tsai (2012), made the transition from new graduates nurse to practicing nurse challenging. New graduate nurses should be put in clinical settings that involve less complex decision making in the first part of their graduation year, according to Phillips, Kenny, Esterman, and Smith (2014), so that they can transition smoothly into a new workplace.

Theme 2: Integrating Technology in Work Life

Technology is being used to make life easier, and it is having a significant impact on how nurses perform their duties. When there is an emergency, medical workers can now communicate rapidly, and there is no chance of losing or destroying files. Nurses' ultimate goal is to help people and save lives. The number of people who can help is anticipated to rise as technological advancements make their work easier and advance patient care.

Millennial generation cohorts are referred to be "digital natives" since they are more technologically advanced. They improve their expertise by using info from the internet in their practice. Because they grew up in the digital age and were steeped in digital technology from birth, millennials can process and absorb digital information faster than older generations of coworkers in most circumstances (Espinoza et al., 2010; Taylor, 2014). They are better at multitasking than previous generations (Zemke et al., 2013). Millennials expect to use computers, the Internet, and other technology assets as much as possible in the job because they are so technologically knowledgeable (Lancaster & Stillman, 2010; Zemke et al., 2013). Millennials are generally labeled as tech-savvy, a feature observed in many facets of their lives, Bannon et al. (2011) stated. Millennials are the first generation to have grown up entirely in the digital age.

"They felt that they know everything if they are not sure than asking someone. Just like for example in medication, they are not sure how to prepare something. Instead than asking their seniors, they just search it in the internet". "They are relying more on gadgets, internet, and in everything. If they do not know, they just google it – the internet. There are books and other materials in hospital station, but they prefer internet that scanning books – the usual and fundamental".

The world is changing at rapid pace, and nowhere is this clearer than in the health-care industry. While several forces are changing the face of modern healthcare, nothing will transform the way nursing is practiced more than in healthcare settings, according to some. The quality of nurses' services has been an issue as modernization of equipment and health technology has pushed them to the margins (Watson, 2009).

Theme 3: Establishing Work Pace and Time

Effective time management allows you to get more work done, produce higher-quality work, and miss fewer deadlines. Time management is critical to functioning well and advancing as a nurse across the continuum (Aggar, Bloomfield, Thomas & Koo, 2018). Nurses from the millennial age work at a faster pace in the workplace. They want immediate results and swift acts. The millennial generation prefers to do quality work in the shortest period of time possible rather than working long hours and not completing quality work (Espinoza et al., 2010). Millennials prefer to work smarter, not harder, and for shorter periods of time rather than longer periods of time.

"Usually, they want quick responses in working. They want instant actions. Others term in instant outcome". They shortcut everything".

Organization, prioritization, and delegation are just a few of the crucial tactics that can help improve time management skills. Breaking down a work into smaller chunks and clustering care can help you plan more effectively (Aggar, Bloomfield, Thomas, & Koo, 2018; Nayak,

2019). The millennial generation was obsessed with their own personal task in this situation. They are juggling several tasks at the same time. Millennials are famed for their multitasking abilities (Farrell & Hurt, 2014; Partridge & Hallam, 2006; Wesner & Miller, 2008). As digital natives whose lifespan parallel the explosion of various information and communication technologies, millennials seamlessly juggle multiple devices at once and learn critical information while listening to music or perform other activities (Steinberg, 2012). Multitasking, on the other hand, slows a person down, elevates stress, impairs memory, and increases the possibilities of making mistakes, according to Yen et al. (2016).

Supervision of the Emerging Millennial Nurses as Experienced by Nurse Administrators in Terms of Attitude

The attitude of nurses plays also a crucial role in delivering healthcare services. The nurse administrators experienced both positive and negative feedbacks on the attitudes of millennial nurses. The themes that emerged were: Displaying Positive Qualities, and (2) Preoccupying with Self-activity.

Theme 1: Displaying Positive Qualities

A positive attitude is more than just a genuine smile; it has a lasting impact. Fear and a narrowing of concentration in the mind are promoted by negative attitudes, whilst positive attitudes do the reverse. Work attitude, according to Riketta (2008), relates to the evaluation or personal interests of work-related aims.

The attitude of millennial generation nurses is one of courtesy. They can work with their bosses and respect them. Both millennials and those they work for and with need to be able to grow and develop in a peaceful manner so that they may all contribute to the value and success of their organization (O'Keefe, 2016).

"…their attitude is there". "They do adjustment and pay respect". "Once they are familiar with you, that's the time they will respect you and would greet you, but during the early training, you can't see their courtesy".

"They are certain that they want their superiors to be friends,"

They aim to make as many friends as possible with their bosses. Millennials prefer to establish a pleasant relationship with their bosses, which may appear abrupt and rude to the older generation (Bannon et al., 2011).

Millennials appear to be warm, confident, happy, determined, and hopeful about their future, according to Boychuk Duchscher and Cowin (2004). They are highly concerned about social issues, exhibit a strong sense of social awareness and responsibility, and passionately believe in the protection of individual rights within networks that embrace the diversity of their expanded environmental, political, cultural, and economical communities.

Theme 2: Preoccupying with Self-activity

Negative attitudes have been observed in millennial nurses by their superiors. When it came to interacting with patients and supervisors, they seemed insensitive. Employees of the millennial age, according to Bannon et al. (2011), are less formal in the office and prefer to spend their leisure time on the internet and participating on social media networks.

"They did not show concerns to their patients… they seem to be easy go lucky… if it is not part of   their job, they would not do it". "They only do their own task… they don't care to help". "They are   limited to their job description and nothing else".

The nurses of the millennial generation were preoccupied with their other agenda. Because millennial nurses were born in a connected environment, they have a different perspective on the usage of suitable technology than previous generations (Sheaffer, 2019). However, while at work, they tend to use technology that is unrelated to their regular tasks, which can cause them to fall behind in providing effective treatment. According to Jones and Fox (2009), millennial generation cohorts have a higher proclivity for entertainment, such as watching sporting events, listening to music, and playing mobile games. The voluntary act of employees utilizing technology for non-work-related purposes during working hours, known as cyberloafing, is referred to as personal use of technology at work (Lim, 2002).

Challenges Encountered by Nurse Administrators in Supervision of Millennial Nurses

The major challenges they faced were classified into two themes namely: Keeping Up with Organizational Demands, and Dealing with Generational Characteristics.

Theme 1: Keeping Up with Organizational Demands

Nursing issues have evolved through time, from socioeconomic inequities experienced by the first nurses to modern-day staff shortages. Nurses are now regarded as one of society's most trusted professions. Nursing, despite its difficulties, is a fulfilling profession that has a huge impact on many people's lives. The aging of the Baby Boomer population, the shortage of evenly distributed nurses, the growing rate of registered nurse retirements, and the uncertainty of healthcare reform are among the four difficulties facing the nursing workforce, according to a recent study by Skinner, Auerbach, and Staiger (2017).

Millennials want to be pushed with difficult tasks and work for companies that provide fun and light times (Caraher, 2015). If a task is not tough enough for millennial nurses, they will lose interest in doing it.

"If they do not feel working in the environment, they want to be assigned in different   department… they tend to lose towards their goals… they lose their desire to work". "They feel   boring… they feel that they need to look for another environment".

The millennial generation nurses want challenge in their workplace. They wanted to show that they were superior than previous generations. Millennial nurses, according to Chung and Fitzsimons (2013), are well-educated and have been exposed to research and evidence-based practice data.

Theme 2. Dealing with Generational Characteristics

Rapid turnover was also present in the challenges of nurse administrators dealing with their millennial staff. Millennial nurses were sensitive when they were corrected and reprimanded. They usually resign their jobs and look for work in another hospital. Furthermore, some millennial nurses merely desire the experience they need to apply for jobs in other countries. The administrators found it extra difficult to change and train for a new group of nurses. Other generations, such as the baby boomers, are scared that if they give millennials honest feedback, they would shut down and not use their skill sets to their maximum potential for the company (Tolbize, 2008).

"when you reprimand them, they are easily hurt and wanted to resign or look for other hospitals to work". "If you implement disciplinary actions for the mistakes they committed they will resign immediately… and it will result to understaffing of the hospital". "they are always in a rush, but they came late too..."

Nurse administrators had a significant issue in coping with nurse turnover, tardiness, and absenteeism, all of which are hallmarks of the millennial age. Millennials, according to many studies, have a stronger inclination to leave than earlier generations (Twenge, 2010; Sujansky & Ferri-Reed, 2009). In the health sector and other highly organized and regulated organizations, tardiness and absenteeism are big issues. Coworker hostility can be exacerbated by frequent absenteeism and tardiness. Employees who arrive on time and on schedule are irritated that a persistently late or absent employee is increasing their burden by forcing them to fill in.

Strategies and Techniques Employed By Nurse Administrators in the Supervision of

Millennial Nurses

These nurse administrators employ many strategies and techniques in supervising the millennials. Two major themes emerged

namely; Giving Recognition and Feedback, and Building Camaraderie.

Theme 1: Giving Recognition and Feedback

To manage these millennial nurses, it is critical to hold regular meetings. It provides a channel for feedback, assessment, and evaluation of the task completed, issues encountered, and future planning. Other generations are unsure how to deal with any unfavorable remarks directed at the millennial generation (Tolbize, 2008). Even if they behave as if they don't want it, the millennial generation expects instant and regular feedback from their bosses (Friedman, 2016).

"we are conducting regular meeting to have a feed-backing, these will reveal the problems we encountered in the entire week, so that we can plan how to sort things out". "they like praises or a sort of reward system… everyone must have a certificate of appreciation… they want their efforts to be praised". "they don't like disappointments... they want realistic goal… they want to be on top…"

Millennial nurses want to be acknowledged and rewarded for a job well done. They wanted to be recognized for anything in return since they are competitive. The peculiarity of the millennial generation has energized managers to reconsider how they lead (O'Keefe, 2016). Furthermore, this generation wishes to be compensated based on the increase in productivity they bring to their company (Watkins & Neal, 2015). Millennials believed that if they are sufficiently motivated to execute the required actions at work and achieve the expected objectives, they will be suitably rewarded (Caraher, 2015; Tayloy, 2014; Zemke et al., 2013). Millennials expect their leaders to provide constant and fast feedback (Christensen, Wilson, & Edelman, 2018). Supportive leadership, according to millennials, made them feel good about their work and advance in their careers. Millennials place a high importance on verbal and written praise, which helps them stay motivated and satisfied (Tyndall, Scott, Jones, & Cook, 2019). This need for constant positive feedback is similar to

millennials' social media metrics of "likes" and "views" (Kosterlitz & Lewis, 2017). A strong predictor of burnout has been identified as a lack of meaningful recognition (Kelly et al., 2015). Thus, it is important to be aware of nurses who may not be receiving positive feedback and provide intentional and genuine praise.

Theme 2: Building Camaraderie

To create a pleasant relationship with this generation, you must join the group. Millennials expect their bosses and coworkers to make an effort to engage with them on both a personal and professional level. Millennials are yearning for direction, but they may be unaware of their guarded demeanor and lack of social skills (Lykins & PaCe, 2013). Millennials like open and frequent communication with their supervisors and are comfortable with communication tools (Myers & Sadaghiani, 2010). They also work effectively in teams and are motivated to create an impact on their organization.

"in millennial nurses, you should actually make friend with them, for them respect to you… take   note that you are 1 step higher to them but they treat you as their friends…"

Building a positive working relationship with your coworker will make your job easier and more efficient. In order to deliver effective healthcare and fulfill desired patient results, a staff that spans several generations must learn to work together, build teams, and recognize the inherent variety (Moore, Everly & Bauer, 2016). According to Dyess, Sherman, Pratt, and Chiang-Hanisko (2016), effective cooperation, good staff connections, and a healthier work environment are all significant. Finally, millennial nurses' top priorities for their job are working conditions and relationships with peers and supervisors (Jamieson, Kirk, Wright, & Andrew, 2015).

The bottom line on Millennials is that, in comparison to previous generations, Generation Y has a number of distinguishing qualities. They are usually enthusiastic about their employment and will work hard and efficiently. They may treat their superiors as equals in a way that past generations did not, but organizations can take steps to differentiate between boss and friend. When that line is set, millennials will not only work relentlessly for their departments and areas, but they will also treat others with the respect that a long-serving supervisor deserves.

Acknowledgements

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