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The Changing Face in the Workplace: The Arrival of the Millennial Generation

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Introduction

The nursing workforce today is made up of a multitude of different generations of nurse. Most recently, the millennial generation has entered the nursing workforce, bringing with them a wide variety of new perceptions that will transform future health care. Millennial generation nurses, born between 1980 and 2000, differ greatly from nurses who identify as Baby Boomers, born between 1946 and 1964, and nurses who identify as Generation X, born between 1965 and 1979 (Waltz, Muñoz, Weber Johnson, and Rodriguez, 2020). Millennial generation nurses are more likely to express their opinions about the work environment, as well as communicate their desire to obtain satisfaction and engagement in the workplace. Furthermore, there are noted differences in the workforce between Generation X and Baby Boomers patterns of communication and engagement of the Millennials in the workplace. In the approaching future, Millennial nurses will find it necessary to know how to navigate the nursing profession as the Baby Boomer and Generation X nurses begin to phase out of the workforce. Healthcare will evolve with changes in the transmission of patient care and information dissemination as the Millennials enter the workforce. This literature review will discuss the implications of the advent of the Millennial generation into the nursing workforce and how the changes will impact nursing as a career for the foreseeable future. Further research should be conducted to identify and discuss the variety in the Millennial generation's viewpoints based on age, work specialty area, life experiences.

Methods

Foreground Research Question

In the United States, are nurses who identify as members of the Millennial generation more likely to find job satisfaction and engagement in the workplace than nurses who identify as members of previous generations (Baby Boomers or Generation X)?

Information Sources

A current review of available research was conducted that identified the Millennial generation and their viewpoint toward job satisfaction and work engagement. The review compared job satisfaction and work engagement in the Millennial generation nurses and job satisfaction and work engagement in nurses who fall into the Baby Boomer generation or Generation X. For this review, PubMed, CINAHL Complete, and Google Scholar databases were utilized to research and identify 15 sources for evaluation.

Search Strategy

With regard to the foreground research questions, the search terms used within the PubMed database, were comprised of "*millennial generation nurses*". Within the CINAHL Complete database, the following search terms were utilized, "*millennials*" and "*nurses*" and "job *satisfaction*". Within the Google Scholar database, the search terms used were "*millennial nurses*" and "*workplace engagement*". In order to reduce nonspecific search results, further search limiters were employed, which included *2010-2020-time restriction*, *Full-text articles*, and *Peer-reviewed journal articles*. Additionally, the *Human subject* search limiter was employed within the Google Scholar database.

Inclusion Criteria and Exclusion Criteria

Following the initial article search, a review of selected articles was completed while being checked against inclusion and exclusion criteria on all three databases (CINAHL Complete, PubMed, and Google Scholar). Duplicate articles from all three databases were extracted and increased limitations were added to reduce continued extraneous results. Articles were discarded if they did not meet the criteria set forth. During the search strategy, articles were reviewed based on inclusion and exclusion criteria. To determine utilization of articles, eligibility was determined based from PICO components of the foreground research question. Articles were not included if the study did not discuss Millennial generation nurses in the U.S., job satisfaction, workplace engagement, or focus on nursing students rather than licensed nurses.

Data Extraction

After the search strategy was completed, a list was compiled of fifteen total articles that met the selected criteria. Pertinent information from all fifteen articles was collected independently by the main investigator (Clonch) and was cross-referenced by the same investigator for discrepancies and validity later. Data retrieved for evaluation by the main investigator was comprised of location of study, the study purpose, the specified time frame of the study conduction, the measurements of job satisfaction and work engagement, and the population discussed in the study. Of the 15 articles reviewed, 9 discussed job satisfaction and 6 discussed work engagement. There were multiple articles that discussed job satisfaction and work engagement and how they relate to Millennial generation nurses. Waltz, Muñoz, Weber Johnson, and Rodriguez (2020, p.673) state "Millennials are significantly less satisfied in their jobs compared with nurses of other generations". However, Broom (2010, p.50) indicates that a "flat, organizational structure,
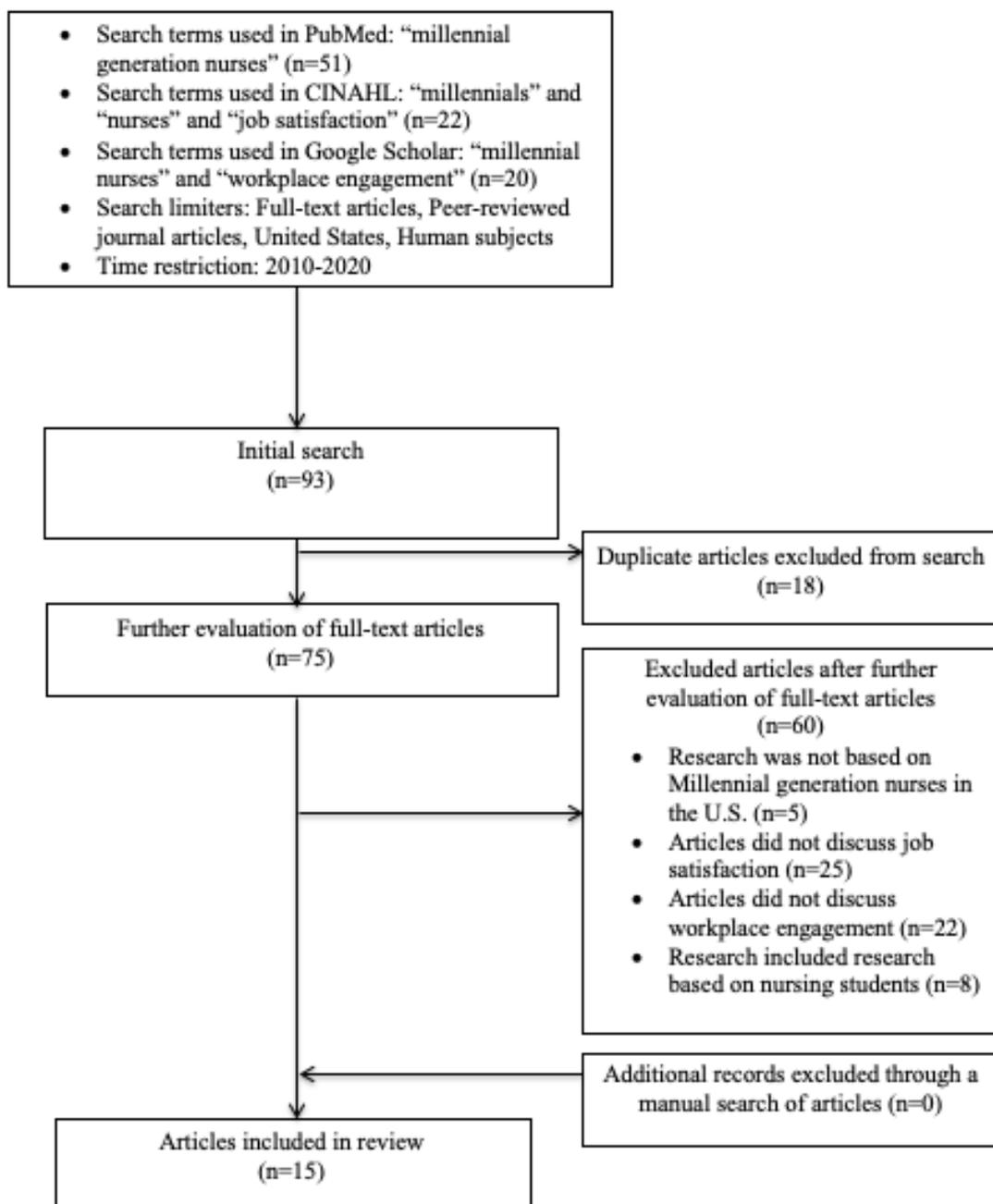
visionary and engaging leadership, participative management, and availability of adequate resources to support nursing care." The conclusion in an additional study considers "the prominence of RN's sociological value systems on their perceptions of the workplace", therefore recommending nurse managers to "work to create an environment that is supportive of multiple generations; an environment that enhances psychological empowerment, and, in turn, job satisfaction" (Coburn and Hall, 2014). Dols, Chargualaf, and Martinez (2019, p.201) discuss the idea that "intergenerational differences related to communication, teamwork, and comfort using health information technology contribute to work-related stress and influence job satisfaction". Gordon (2017) examines the idea of autonomy, respect, and feeling valued contributing to job satisfaction. Additionally, Mancuso (2020) suggests that nursing job satisfaction, specifically for Millennials, is directly correlated to retention rates. Moreover, O'Hara, Burke, Ditomassi, and Palan Lopez (2019) agree with the previous statement, in that they imply their study found "supportive leadership was the key driver to millennial nurse work satisfaction". Within the study conducted by Saber (2013, p.330), "praise and recognition, clinical competence, and accomplishments are found to be needed for satisfaction [for Millennial generation nurses]". One of the studies conducted by Stevanin, Palese, Bressan, Vehviläinen-Julkunen, and Kvist (2018) states that Millennials have shown higher rates of satisfaction in the 12th month of the first year of working as compared to the 3rd month of the first year of working. This study also indicates "Baby Boomers reported lower levels of stress and burnout than did Generation X and Millennials, and different work engagement" (Stevanin et al., 2018, p.1245). An additional study conducted by Stevanin et al. (2020) points to "[Millennial nurses] perceiving themselves to be less attached to their jobs yet they are sensitive to motivation and emotional aspects of work; they also require more feedback and resources…". Stover (2020) argues there is a "statistically significant

relationship between job satisfaction and work engagement among Millennial registered nurses." Finally, Wieck, Dols, and Landrum (2010) conducted an online survey for nurses of all generations at 22 southern United States hospitals to take. The results of the study signal that "by increasing rates of job satisfaction and work engagement, retention rates will also increase." (Wieck et al., 2010).

Search Results

An initial search of three databases yielded a total of 93 articles that had been narrowed by search limiters (51 from PubMed, 22 from CINAHL Complete, and 20 from Google Scholar). These 93 articles were then evaluated for duplicate articles between databases, which resulted in the removal of 18 articles. The outstanding 75 articles were then evaluated against inclusion and exclusion criteria. Of the 75 articles, 60 were discarded as they did not match the PICO constraints outlined in the stated foreground research question. At the conclusion, 15 articles remained, which were selected for review. Figure 1 is shown below which depicts the search strategy employed and PICO criteria utilized for this study.

Figure 1 Selection Process of Included Studies

- Search terms used in PubMed: "millennial generation nurses" (n=51)
- Search terms used in CINAHL: "millennials" and "nurses" and "job satisfaction" (n=22)
- Search terms used in Google Scholar: "millennial nurses" and "workplace engagement" (n=20)
- Search limiters: Full-text articles, Peer-reviewed journal articles, United States, Human subjects
- Time restriction: 2010-2020

Initial search
(n=93)

Duplicate articles excluded from search
(n=18)

Further evaluation of full-text articles
(n=75)

Excluded articles after further evaluation of full-text articles
(n=60)

- Research was not based on Millennial generation nurses in the U.S. (n=5)
- Articles did not discuss job satisfaction (n=25)
- Articles did not discuss workplace engagement (n=22)
- Research included research based on nursing students (n=8)

Additional records excluded through a manual search of articles (n=0)

Articles included in review
(n=15)

Results

Characteristics of Identified Studies

Out of the 15 peer-reviewed articles utilized, there were a total of over 7,100 registered nurses included from the multigenerational nursing workforce. Many studies focused specifically on Millennial generation nurses; however, some highlighted the differences between how registered nurses in each generation view achieving job satisfaction or work engagement. Major findings include the fact that Millennial nurses are significantly less satisfied in their jobs compared with nurses of other generations (Waltz et al., 2020). Another study indicates that Millennials in the nursing workforce enjoy shared governance structures, providing mentorship, and support for data collection and analysis, which can improve rates of satisfaction and engagement in the workplace (Broom, 2010).

Measurement of Job Satisfaction in Millennial Nurses

In many of the articles reviewed, job satisfaction was a main factor that Millennial nurses sought while working, as compared to the nurses who identified as a part of previous generations, such as the Baby Boomers or Generation X. Broom, 2010, *Entice, engage, endure: adapting evidence-based retention strategies to a new generation of nurses.* Broom also identified that a flat, organizational structure, visionary and engaging leadership, participative management, and availability of adequate resources to support nursing care had a significant impact on nursing job satisfaction.

Measurement of Work Engagement in Millennial Nurses

Similarly, to job satisfaction, work engagement was a high priority for many Millennial nurses, as compared to Baby Boomers and Generation X. After reviewing extracted data, it was determined that involving Millennials in teamwork or drawing on their talents regarding technology can increase engagement (Broom, 2010). More specifically, Veteran-aged nurses were the most engaged, followed by Baby Boomer, Gen X and Millennial. The sample scored highest on dedication and lowest on vigor. Veterans and Baby Boomer nurses were statistically different than Gen X and Millennial nurses in their level of engagement. There were no statistical differences between Veteran and Baby Boomers and between Gen X and Millennials in their level of engagement. Generation X and Millennials scored lowest on level of engagement and are statistically similar in their level of disengagement (Hisel, 2020).

Major Findings

Table 1 Data Extracted from Articles Included in Literature Review

Study	Purpose of the Study	Study Participants	Measurement of Job Satisfaction in Millennial Nurses	Measurement of Work Engagement in Millennial Nurses	Major Findings of the Study
"Entice, engage, endure: adapting evidence-based retention strategies" (Broom, 2010)	Discussing evidence-based strategies to improve job satisfaction for Millennial nurses.	N=33 nurses Millennial nurses interviewed in 9 focus groups	Flat, organizational structure, visionary and engaging leadership, participative management, and availability of adequate resources to support nursing care.	Training regarding involving Millenials in teamwork or how to draw their talents regarding technology can	Preferences of Millennials in the nursing workforce are shared governance structures, providing mentorship,

				increase engagement.	and support for data collection and analysis.
"Generational preferences in the nursing work environment: A dimensional concept analysis" (Campbell et al., 2020)	To identify preferences for favorable nursing work environments by Baby Boomer, Generation X, and Millennial nurses.	N=8 sources Dimensional concept analysis	N/A	Millennial nurses value themes including personal/self, team/professional interactions, pay/benefits, nursing practice/unit characteristics, and managers/leadership in determining workplace engagement.	Millennial nurses value the same things other generations of nurses value in terms of workplace engagement, with the theme of personal/self being added.
"Generational differences in nurses' characteristics, job satisfaction, quality of work life, and psychological empowerment" (Coburn et al., 2014)	To identify the differences in quality of work life, job satisfaction, and psychological empowerment between Baby Boomer, Generation X, and Millennial nurses.	N=223 registered nurses in the U.S. Descriptive, comparative design conducted via web-based survey	Findings indicate that registered nurses hold sociological value systems as very prominent in their view of their workplace.	N/A	By enhancing psychological empowerment, job satisfaction for all generations of nurses is improved.
"Cultural and Generational Considerations in RN Retention" (Dols et al., 2019)	To identify evolving cultural and generational factors influencing nurse retention.	N=95 nurses Survey of multigenerational nursing workforce	Identifying RN career intentions, desired leadership traits, and practice environment appraisal through survey.	N/A	Perceived inability to meet patient needs, which varied by generation, was significantly related to nurse satisfaction ($P < .01$).
"Exploring generational cohort work satisfaction in hospital nurses" (Gordon, 2017)	To capture the perceptions of hospital nurses within generational cohorts regarding their work satisfaction.	N=15 nurses A preliminary qualitative, phenomenological study design	Personal interviews to determine themes related to seven established factors of work satisfaction: pay, autonomy, task requirements, administration, doctor-nurse relationship,	N/A	An analysis of the transcribed interviews confirmed the importance of the seven factors of job satisfaction. Similarities and

			interaction, and professional status.		differences between the generational cohorts related to a combination of stages of life and generational attributes.
"Measuring work engagement in a multigenerational nursing workforce" (Hisel, 2020)	To examine level of work engagement among Veteran-aged, Baby Boomer, Generation X, and Millennial registered nurses.	N=1885 nurses Quantitative non-experimental causal comparative study	N/A	Study measuring multigenerational nurses' level of work engagement.	Veteran-aged nurses were the most engaged, followed by Baby Boomer, Gen X and Millennial. Veterans and Baby Boomer nurses were statistically different than Gen X and Millennial nurses in their level of engagement. There were no statistical differences between Veteran and Baby Boomers and between Gen X and Millennials in their level of engagement. Generation X and Millennials scored lowest on level of engagement and are statistically similar in their level of disengagement.

"Exploring Generational Differences of Level of Work Engagement among Veteran, Baby Boomer, Generation X, and Millennial Nursing Cohorts" (Hisel, 2017)	To examine if and to what extent a statistically significant difference existed among age groups in their level of engagement in a registered nursing workforce.	N=1,185 nurses Quantitative causal comparative design study	N/A	Multigenerational nurses were surveyed via a social media platform to measure their level of work engagement.	Over fifty-three percent (53.24%) of the female RN (N = 1885) participants were high to highly engaged, 37.60% average engagement, and 7.93% low to 1.22% very low engagement. Veteran (n = 33, M = 4.80, SD = .72) nurses were the most engaged, followed by baby boomer (n = 925, M = 4.48, SD = .94), generation X (n = 631, M = 4.19, SD = .98), and millennial (n = 296, M = 4.08, SD = .89). The sample scored highest on dedication (M = 4.71; SD = 1.00) and lowest on vigor (M = 3.99, SD = 1.15).
"Job Satisfaction and Turnover Among Millennial Nurses in Public Hospitals" (Mancuso, 2020)	To examine job satisfaction and anticipated turnover intention among behavioral health nurses in U.S. public hospitals.	N=65 behavioral health nurses Doctoral study and dissertation	5 job satisfaction measures (pay, work itself, promotion, coworkers, and supervision).	N/A	Findings indicated that individually each JS score was statistically significantly negatively correlated with AT. The correlations with AT were pay: rs = -

					0.548, p < 0.001; work itself: rs = -0.497, p < 0.001; promotion: rs = - 0.347, p = 0.005; coworkers: rs = -0.286, p = 0.021; and supervision: rs = - 0.531, p < 0.001.
"Assessment of Millennial Nurses' job satisfaction and professional practice environment" **(O'Hara et al., 2019)**	To assess the relationship between demographic factors, the professional practice environment, and work satisfaction to increase understanding of Millennial nurses.	N=3506 Millennial nurses Descriptive study as a secondary analysis of data	Professional Practice Work Environment Inventory survey	Professional Practice Work Environment Inventory survey	Demographics accounted for only 2.6% of the variance in work satisfaction, whereas supportive leadership accounted for nearly 63%. Findings demonstrate that supportive leadership is the primary factor contributing to millennial nurses' work satisfaction. This suggests that efforts to retain millennial nurses should focus on developing supportive leaders.
"Generational differences of the frontline nursing workforce in relation to job	To discuss how job satisfaction and nurse retention are related and able to identify the existing differences between each generation.	Review of existing literature	N/A	N/A	The job satisfaction of registered nurses has been found to be associated with retention,

					organizational commitment, workforce safety, and cost savings to health care organizations.
"Nurses Pass the Baton: Exit Baby Boomers, Enter Millennials" (Sofer, 2018)	To determine if the arrival of the Millennial generation will combat the nursing shortage.	Review of existing literature	N/A	N/A	It is uncertain as to whether the advent of the Millennial generation into the nursing workforce will circumvent the nursing shortage.
"Workplace-related generational characteristics of nurses: A mixed-method systematic review" (Stevanin et al., 2018)	To describe and summarize workplace characteristics of three nursing generations: Baby Boomers, Generation X, and Millennials.	N=33 studies Mixed-method systematic review	The Joanna Briggs Institute's method for conducting mixed-method systematic reviews; the Preferred Reporting Items for Systematic Reviews and Meta-Analyses and the Enhancing Transparency in Reporting the Synthesis of Qualitative Research guidelines. The studies' methodological quality was assessed with the Mixed-Methods Appraisal Tool.	The Joanna Briggs Institute's method for conducting mixed-method systematic reviews; the Preferred Reporting Items for Systematic Reviews and Meta-Analyses and the Enhancing Transparency in Reporting the Synthesis of Qualitative Research guidelines. The studies' methodological quality was assessed with the Mixed-Methods Appraisal Tool.	Baby Boomers reported lower levels of stress and burnout than did Generations X and Y, different work engagement, factors affecting workplace well-being and retention and greater intention to leave compared with Generation Y, which was less resilient, but more cohesive.
"Job Satisfaction, Engagement, and Motivation for Nursing	To examine the relationship between job satisfaction, motivation, engagement, and the aspiration of	N=77 Millennial nurses Quantitative, descriptive, correlational study	Web-based Career Aspiration Scale, Utrecht Work Engagement Scale, Motivation at Work	Web-based Career Aspiration Scale, Utrecht Work Engagement Scale, Motivation at Work Scale,	Statistically significant relationship between job satisfaction and engagement

Leadership Among Millennial Registered Nurses" (Stover, 2020)	millennial RNs for nursing leadership positions in the acute care hospital setting.		Scale, and Job Satisfaction Scale	and Job Satisfaction Scale	among Millennial RNs. Millennial RNs are dedicated to their jobs and are ready to devote time and energy into completing them.
"Exploring job satisfaction and workplace engagement in millennial nurses" (Waltz et al., 2020)	To examine job satisfaction and workplace engagement of Millennial nurses.	N=33 nurses Exploratory-descriptive qualitative approach with millennial nurses in 9 focus groups	Interview of Millennial nurses	Interview of Millennial nurses	Five themes revealed areas that both enhance and hinder job satisfaction and engagement. Themes include the following: (1) professional relationships; (2) rewards; (3) communication ; (4) professional development; and (5) workload/staffing. Concerns identified by millennial nurses provide direction for nurse leaders who are charged with fostering a workplace setting that nurtures empathy and respect for nurses of all generations.
"Retention Priorities for the	To assess generational job satisfaction, work	N=22 southern hospitals	Online survey included measures of job satisfaction and	N/A	By increasing rates of job satisfaction and

Intergeneration al Nurse Workforce" (Wieck et al., 2010).	environment, and desired characteristics of managers to improve nurse retention.		perceptions of safety, Nurse Manager Desired Traits survey, and the Nursing Work Index-Revised.		work engagement, retention rates will also increase.

Discussion

Overview

The majority of the 15 articles reviewed determined that job satisfaction and work engagement were important factors in a Millennial generation nurse's idea of how successful they were and how much they valued their job. Collectively, the 15 articles evaluated in this literature review indicate that involving Millennial nurses and allowing them to showcase their ability to be an active member of a team and have a voice in decision making, will increase job satisfaction and work engagement rates for many.

Major Findings Assessment

All included studies found that Millennial nurses are the generation that has the most issues finding job satisfaction and work engagement, as compared to older generations. Millennial nurses also might be more likely to use more assertive communication when speaking to nurses who identify as part of older generations, such as Baby Boomers or Generation Xers. This is a major difference between the youngest and older generations and might cause some friction in the workplace, however, it is good for Baby Boomers and Generation Xers to know that Millennial nurses value being involved and having an active role in the workplace. By allowing them to achieve those things, Millennial nurses report higher levels of job satisfaction and work engagement, as well as higher retention rates.

Limitations

There were variations between the 15 studies evaluated that should be inspected. The main discrepancy is regarding the fact that the Millennial generation spans from 1980 to 2000, which indicates a wide variety of ideas and preferences on how to identify job satisfaction and work engagement. Each study might find value in splitting the Millennial generation even further into smaller groups that represent a piece of the 20-year time span that this generation encompasses. Future research endeavors should focus on the separation of the Millennial generation into subgroups to better disseminate between Millennial viewpoints based on age, work specialty area, life experiences, and more. This way, specific data can be extracted and more personalized information can be used to improve job satisfaction and work engagement rates for the future.

Conclusions

The purpose of this literature review was to analyze if Millennial generation nurses were more likely to find job satisfaction and work engagement in the workplace than nurses who identified as members of older generations (Baby Boomers or Generation X). After reviewing the 15 total included studies, the extracted data is significant enough to warrant the conclusion that Millennial nurses are not more likely to find job satisfaction and work engagement than nurses of older generations. However, much of the data extracted from the included articles also indicated that there is peer-reviewed evidence available to combat this from happening and increase those rates from where they are currently. This means there is hope for the future that Millennial generation nurses will continue to join the nursing workforce and will be able to find job satisfaction and engagement through their work if they are actively involved in a team and are given the freedom to express their opinions. Millennials should also be able to work effectively alongside their Baby

Boomer and Generation X counterparts when they feel as if they are respected and are able to bring something to the table. In addition, there is data to support the idea that by increasing rates of job satisfaction and work engagement in Millennial nurses, retention rates will also be increased. Increased retention rates regarding Millennial generation nurses are beneficial for the nursing workforce, as there is the real threat of a nursing shortage and a stable group of nurses is necessary for the continuation of the nursing profession in the future.

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