Plan

- Problem
- Generation Y
- Research
- Conclusion

Problem

- Shortage of nursing professionals
- Stressful environments
- Numerous problems concerning quality and cost (CFNU, 2010; Zenobia et al. 2013)
  - Turnover rate
    - Voluntary cessation of employment costs $25,000
    - Communication problems
      - Probability of 38% increase in medical errors for each 10% increase in the turnover rate
WHO 2006

• Success of relieving shortage
  – Training
  – Recruiting
  – Directing efforts in retention

New Recruits?

• Nurses Generation Y

• Many managers believe that the proven management methods to retain employees are beneficial in all circumstances.
• However, the employee’s generation of affiliation can modulate the effectiveness of these strategies. (Gonidec 2007).

Generations

• Traditionalist / Silent Generation 1926-45
• Boomers 1946-64
• Generation X 1965-80
• Millennials Y 1981-06
Four generations of nurses currently work together

- **Evolution of work** (CJ, OIIQ Sept/Oct 2010)
  - Silent Generation (pre-45)
    - *Life is hard work*
  - Baby Boomer Generation (46-64)
    - *Life is work*
  - Generation X (65-79)
    - *Life is more than work*
  - Generation Y (1980)
    - *Life is having fun, and after work*

- **Building loyalty** (CJ, OIIQ Sept/Oct 2010)
  - Silent Generation (pre-45)
    - *Great confidence in the superior, the State*
  - Baby Boomer Generation (46-64)
    - *A job must offer some stability*
  - Generation X (65-79)
    - *Jobs offer less stability and guarantees*
  - Generation Y (1980)
    - *Things are better elsewhere – let’s go!*

**RETENTION GEN Y**

Entering the profession?
Entrance or exit?
Generation Y and beginning of employment

- Intention to quit
  - Position
  - Nursing profession
- Occupational health


Generation X (1966 to 1981)

- Squeezed between the flashy Boomers and the disconcerting Generation Y (Glémaud, 2004). Gen Xers are autonomous and independent.
- Many saw their parents laid off by a company in which they had invested their loyalty and trust. Gen Xers are skeptical and don’t trust corporations (Loughling and Barling, 2001).

- Instead of directing and controlling others, they support; instead of informing, they communicate. Gen Xers believe in teamwork and a multidisciplinary approach.
Generation Y
(1982 to 2003)

• Gen Yers have the ability to do several things simultaneously, and their mastery of technology is disconcerting for the older generations.
• According to Dansereau (2005), a motto adopted by Gen Yers is diversity, mobility and speed.
• Gen Yers aren't afraid of change.

• New professionals want to feel involved, stimulated and challenged. They are intelligent and appreciate being placed in the action.
• Young people don't want to start at the bottom and work hard to make a place for themselves. They want as much as possible as fast as possible. They believe they have the right to enjoy themselves and reject their parents' workaholic lifestyle.
• They don't like routine and want challenges.

Intention to leave
Hayes et al. (2006)

• Organizational Characteristics
  – Workload
  – Style of management
  – Autonomy
  – Opportunities for learning/promotion
  – Work schedules
Intention to leave (Zenobian et al 2013)

- Organizational factors
  - Work environment
  - Culture
  - Commitment
  - Work demands
  - Social support
- Individual factors
  - Job satisfaction
  - Burnout
  - Demographics

Framework
Optimum psychosocial work environment
Kristensen, 1999; Karasek & Theorell, 1990; Siegrist 1996

Psychological Demand
(quantity of work, complexity, time constraints)

Autonomy
Social Support

Reward
(Respect, salary, career opportunities)

Results

- 61.5% intend to quit their position for another one
- 12.9% intend to quit the nursing profession
Results

• New nurses who plan to quit their jobs perceive
  – Imbalance between the reward received and the efforts deployed, and
  – Lack of social support from colleagues and superiors

• The reasons most often cited are
  – Lack of challenges, need to develop new competencies and make a change
  – Career opportunities
  – Difficult working conditions

Results

• New nurses who plan to quit the nursing profession perceive
  – Imbalance between the reward received and the efforts deployed, and
  – High level of psychological demand

• The reasons most often cited are
  – Difficult working conditions and unstable employment

Occupational Health

• 43.3% - high level of psychological distress
  – 1998, Quebec workers, 21%
  – 1997, nurses, transformation of the network, period of stress, 41%

• Perceive an imbalance between efforts and reward, high psychological demand

(Lavoie-Tremblay et al. 2008)
Motivation and needs of young nurses

• Motivation
  – Reward

• Needs
  – Feel accepted
  – Stability
  – Training
  – Supervision


Strategies

• Stability
  • Lack of stability is the greatest problem experienced at the beginning of employment….
  • This instability makes conditions difficult and pushes young nurses to find new outlooks.

Strategies

• Specialize
  – One of the paths taken by new nurses is to "choose a branch that gives them connections".

• Return to school
  – The young nurses interviewed stated a need specific to their generation, which is to have more training. This often translates into a plan to return to school during the first years of employment.
Strategies

• Choose a work environment
• Have an outlook for the future
• Have an affiliation
• Youth network

The future… fear and hope

• Succession
• Teamwork and Training

The intergenerational aspect

• Employability context
• How young people are perceived
  – Young people are the succession
  – Young people aren’t “tough”
• How young people perceive the most experienced staff
  – Support, role, experience
How young nurses perceive themselves

- Care approach
- Focused on quality of life, the family
- Provide freshness, novelty
- Vigourous
- Open
- Dynamic

Generation Y Health Care Workers

- Intention to quit
  - Position

- Health Care Workers


1324 HW in a university affiliated healthcare centre (Quebec)

- Psychological Climate Questionnaire (CRISO — Gagnon et al. 2009)
Intent to Quit

- For the whole sample, the proportion of respondents from generation Y (17.1%) or generation X (19.0%) who intend to quit the organization is higher than for the baby boomers (12.8%).
- When the nurses’ job category is considered separately, the proportion of respondents from generation Y that wants to quit is almost doubled (29.8%).
- Respondents who intend to quit the organization perceive significantly more negatively 14 (out of 15) work climate scales than their colleagues who intend to stay.
- The same results are obtained when the nurse’s job category is taken separately.

Testing and extending the triple match principle in the nursing profession

- A generational perspective on job demands, job resources and strain at work

This paper provides evidence that generation is a significant variable that influences not only how nurses perceive their work environment, but also how they react to that environment.

Particular attention should be paid to Generation Y nurses, who appear especially sensitive to high job demands when they lack appropriate job resources to deal with such demands.

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- Retention of new nurses N=600 (5 years)
- Link between work environment, motivation and work commitment (Deci & Ryan, 1985, 2002)
- Sample (N=100 cortisol)
- Perception nurses + managers

Conclusion

- The improvement of the work environment seems to be an avenue to promote the retention of all HW from all generations (e.g. TCAB; HPH...).
- Increased complexity of health care environment, rapid changes, market, a specific attention must be given to new nurses (generation Y) to favor their retention (e.g. Transition program).
• Thank you