International Journal of Research Publication and Reviews

Clinical Performance of Millennial Nurses among Selected Hospital in Batangas: An Application of Herzberg's Two-Factor Theory of Motivation

Michael John L. Mendoza, MAN RN; Kristoffer C. Nemis, PhDN MAN RN

Philippine Women's University

ABSTRACT

Nursing staff is a vital force to healthcare providers, they are the most critical health care professionals, requiring comprehensive clinical experience and skills. Motivation plays an essential part in employee satisfaction, productivity, and ultimately employee retention.

This mixed methodology of quantitative and qualitative explanatory study focused on determining the clinical performance of millennial nurses through the application of Herzberg's two-factor theory of motivation in terms of professionalism, patient-centered care, teamwork and collaboration, evidence-based practice, quality improvement, safety, and informatics. The study was conducted from May to June of 2021.

The study is divided into two phases. The first phase is the quantitative part wherein the researcher determined the level of clinical performance and the perception of the respondent millennial nurses on their work motivation. Significant relationships among demographic profile variables and level of clinical performance and significant relationships among the level of performance variables and perception on their work motivation were also determined. The second phase of the study is the qualitative part wherein the researcher, conducted a focus group discussion approach to further determine and explore the actual lived experiences, thoughts, ideas, and concerns of nurse respondents. By doing so, the researcher gained knowledge and understanding to explain the result of the initial phase.

The results of the study are as follows. The first phase concluded that the level of clinical performance of the respondent millennial nurses was very good in terms of the core competencies. The perception of the respondent millennial nurses on their work motivation was high in both the motivational factors and hygiene factors. There is an acceptance of the null hypothesis in the core competencies of the level of clinical performance, according to a survey of respondent millennial nurses. However, there is a positive view of the highest educational attainment in terms of professionalism. The respondent millennial nurses' level of performance showed a rejection of the null hypothesis for the significant relationship on the perception of their work motivation in terms of motivational factors and hygiene factors. The second phase of the study showed that the actual life experiences of respondent millennial nurses that affect their clinical performance by their motivating factors are summarized into the two emerged themes.

The study concluded that the Millennial nurses from the selected hospitals were generally competent based on the core competencies of their clinical performance. In terms of work motivation, millennial nurses are highly affected by their motivational and hygiene factors. The proposed action plan program was created, enhancing the motivating factors of the millennial nurses.

Keywords: *Clinical Performance; Millennial Nurses; Herzberg's Two-Factor Theory*

Introduction

Nursing staff is a vital force to healthcare providers, as they continue to form the largest community of workers in the industry. They are the most critical health care professionals, requiring comprehensive clinical experience and skills.

In the perspective of work, motivation plays an essential part in employee satisfaction, productivity and ultimately employee retention. Ryan, R. M., and Deci, E. L. (2015) describe motivation as "being moved to do something." According to them, an unmotivated person is someone who lacks the motivation and drive to act, while a motivated person is someone who is eager or stimulated to accomplish a particular goal.

As millennial nurses are a rapidly growing segment of the workforce, according to Waltz, L. A., Muoz, L., Johnson, H. W., and Rodriguez, T. (2020). They are slightly less satisfied with the work than nurses from previous generations, and they are more likely to have negative views towards their jobs. To increase job satisfaction and participation, nurse leaders must consider and appreciate the experiences of these nurses.

Motivation plays a big factor on the work performance of a certain nurses, whether in terms of positive or negative motivational factors. Certain company or institution can do a program or strategy on how these nurses can be more productive in their clinical performance that in the end of the performance can both, the patient and nurse itself, benefit.

Furthermore, in a healthcare organization, performance assessment in the context of motivation is a necessary mechanism to ensure that the highest levels of treatment are met. This practice utilizes methods to provide workers with the data they need to assess if they are meeting standards or may increase their productivity as reported by Nikpeyma, N., Abed_Saeedi, Z., Azargashb, E., & Alavi_Majd, H. (2016).

One of a nursing leader's challenges is assessing the work performance of their staff. Employees are more likely to develop motivational drives that impact how they handle their work and their lives. Millennial nurses today prefer a career package that provides a healthy working climate and environment, as well as opportunities to advance in their careers and a good work-life balance. This aligns employees with the company's vision and mission, which is a very desirable goal in terms of employee motivation. Despite the seriousness of the problem, awareness of current clinical performance, and levels of nursing skills in the clinical field, Simkoii, F. A. et al. (2019) suggested that nurses enhance their performance in clinical areas where there is a deficiency through their motivational factors, taking into account the importance of treatment and the implications of negligence.

The researcher considers motivational factors and the evaluation of nurse performance that plays a significant role in ensuring high-quality care to achieve desired patient outcomes.

Background of the Study

In taking the nursing process, one of the most significant factors shaping human actions and success is motivation. According to Griffin, R. W. (2015), retaining employees is not always easy, and employees quit for a number of reasons, including finding better work opportunities, higher pay, and a lack of job satisfaction, as well as frustration with their boss. This statement is very evident in the present condition where the researcher conducted the study. Rapid turnover happens when the employee is not satisfied with their expectation from their company. As stated by Koppel, J., Deline, M., & Virkstis, K. (2017) mentioned the rapid turnover of motivated, early-tenure millennial nurses is a source of concern. They explain why leaders should complement their organization's existing engagement investments with millennial nurse retention strategies. As stated in the study by O'Hara, M. A., Burke, D., Ditomassi, M., and Palan Lopez, R., (2019) learning how to maintain these nurses is crucial to maintaining job satisfaction and high-quality patient outcomes.

In an article by TeamStage (2021, January), only 57 percent of millennials are satisfied with their jobs, according to current millennials in the workplace statistics and job satisfaction data. Job satisfaction among millennials is primarily influenced by two factors: salary and job stability. Although the most current statistics on millennials in the workplace, according to Vuleta, B. (2021, March) Statistics about millennials in the workplace indicate to a negative trend among this era, a phenomenally low percentage of them (approximately 29 percent) is motivated to work. This, of course, has an impact on their work engagement and motivational elements.

According to Karttunen, M., Sneck, S., Jokelainen, J., and Elo, S., holistic and empirical postulates are combined to provide the framework for compassionate, quality-based treatment (2019). Bonnel (2017) mentioned that staff nurses progressively develop actions, skills, and attitudes in several environments to achieve acceptable clinical results.

According to Bisnar and Pegarro (2019), because of low wages, no/limited fringe benefits, poor/no health care coverage, better benefits and compensation packages provided by other hospitals/countries, and a lower patient ratio, there was a drop in nurse turnover in government hospitals and a rise in private hospitals. As an observation by the researcher these are some factors why millennial nurses are not motivated to their work.

The researcher works at a private hospital in Batangas and has observed the rapid turnover of staff nurses among hospitals and has a direct impact on the healthcare delivery system. Several local and international research on motivational factors and clinical success of millennial nurses have been performed; however, there is a gap in studies to determine the implication and effects of nurses' turnover on healthcare delivery.

The above findings and such studies have highlighted the need to examine the clinical performance and motivators among millennial nurses in clinical settings ensuring high-quality care in achieving desired patient outcomes.

Scope and Limitations of Study

This mixed methodology of quantitative and qualitative explanatory design was focused to determine the clinical performance of millennial nurses through application of Herzberg's two-factor theory of motivation. An initial phase of quantitative data collection and analysis followed by a phase of qualitative data collection and analysis to explore, elaborate or explain a trend on the quantitative results obtained in the first phase (Ben, A. 2021). The results of the study have been used as the basis for the proposed action plan. The study included millennial nurses in the clinical setting. The researcher used the entire population or total enumeration sampling method among millennial nurses in the hospital for the quantitative data, while in terms of qualitative data a focus group discussion with a total of 10 respondents participated. The researcher utilized two (2) adopted questionnaires. The first tool was the Clinical Performance Evaluation tool by St. Thomas University (2019) to determine the knowledge, skills and attitude of nurses and the second was the Herzberg's motivation tool by Ghanbahadur, R. R. (2015) to assess the hygiene and motivational factors of nurses. Frequencies and means and Chi-square was used for the quantitative data. For the qualitative data, thematic deductive analysis was used.

Hence, findings and conclusions were limited only to the participating nurses and hospitals used in this study.

Conceptual Framework

The research study focused on the Herzberg Two Factor Theory of Motivation developed by psychologist Frederick Herzberg. Figure 1 shows Herzberg uses the phrase "motivating factors" to describe things that, when present, can make individuals satisfied or even happy at work. He also uses the phrase "hygiene factors" to describe things whose absence can make individuals unsatisfied or unhappy at work. Herzberg's Two Factor Theory of Motivation is highly applicable in this research study especially in determining the motivating factors that are essential in helping individuals to become highly satisfied at work. Specifically, this model is relatively important to identify the motivating and hygiene factors that are per-requisite for a good employee experience and good employee engagement.
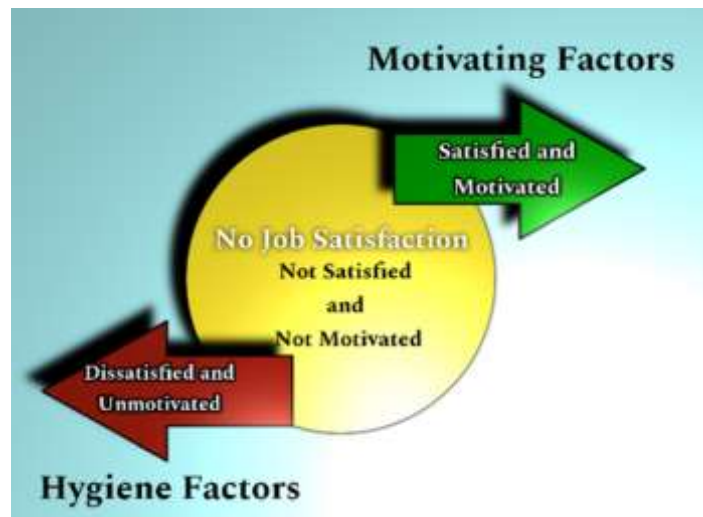
Figure 1. The Herzberg Two Factor Theory of Motivation

Theoretical Framework

Figure 2. The Novice to Expert Theory

The research study is in line with this theory, Novice to Expert Theory developed by Patricia Benner, a nursing theorist who established a model for the stages of clinical competence. Figure 2 shows the ladder like approach on how nurses acquire nursing knowledge. From novice level up to expert level. It is believed that learning was an experiential process, accompanied by a situation-motivation process.

Research Paradigm

INPUT

Profile of the Respondents

- Age
- Gender
- Highest educational attainment
- Monthly salary
- Length of service in the hospital
- Hospital category where respondents work

Clinical Performance Level

- Professionalism
- Patient-centered care
- Teamwork and collaboration
- Evidence-based practice
- Quality improvement
- Safety
- Informatics

Herzberg's Motivational Factor

- Motivational factor
- Hygiene factor

PROCESS

PHASE 1:
- Data gathering using adapted survey questionnaire
- Document Analysis
- Correlational Analysis

PHASE 2:
- Construction of semi-structured interview guide questionnaire based on the preconceived themes result from the Phase 1
- Focus Group Discussion
- Analysis using Braune and Clark qualitative framework
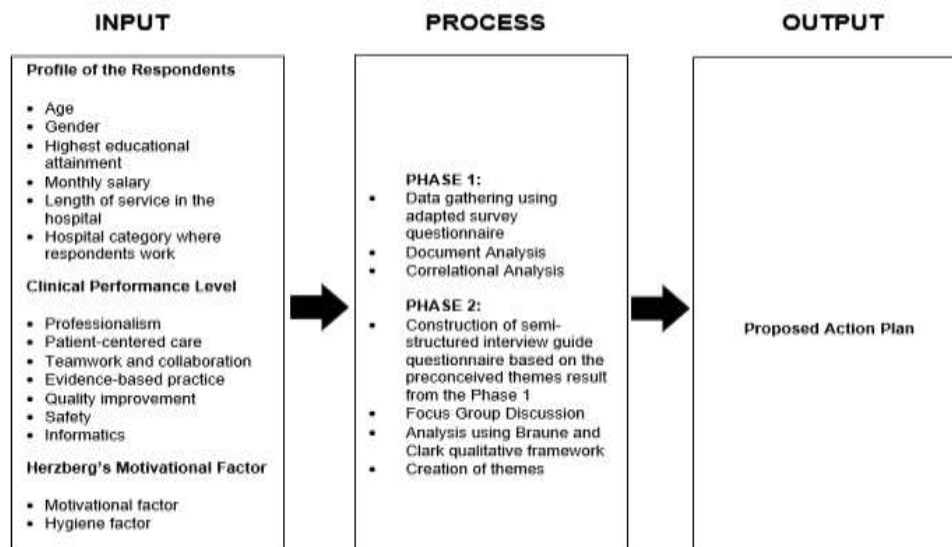- Creation of themes

OUTPUT

Proposed Action Plan

Figure 3. The research paradigm of the study composing Input, Process, and Output (IPO)

The research paradigm of the study was composed of Input, Process, and Output (IPO). Figure 3 shows the first frame in the paradigm is the input consisting of the profile of the respondents in terms of age, gender, highest educational attainment, monthly salary, length of service in the hospital, and hospital category where respondents work. It also includes clinical performances including professionalism, patient-centered care, teamwork and collaboration, evidence-based practice, quality improvement, safety, and informatics. Herzberg's Motivational Factor also consists of both motivation and hygiene.

The second frame consists of 2 phases, the first phase (quantitative) shows the process of conducting the research study utilizing the adapted survey questionnaire, document analysis, correlational analysis, and interpretation. The second phase (qualitative) includes the construction of semi-structured interview guide questionnaire based on the preconceived themes result from the Phase 1, focus group discussion then Analysis using Braune and Clark qualitative framework, and creation of themes. The last frame is the output of the study which is the proposed action plan program based on the findings of the study.

METHODOLOGY

Research Design

The researcher utilized a mixed-methodological design that determined the clinical performance of millennial nurses among selected hospitals in Batangas: an application of Herzberg's two-factor theory of motivation. A quantitative correlational research design was used in the first phase of the study followed by a qualitative thematic analysis approach in phase 2 of the study. A mixed methods research design is a procedure for collecting, analyzing, and "mixing" both quantitative and qualitative research and methods in a single study to understand a research problem. According to Creswell (2017), both quantitative and qualitative research must consider this design in order to use it effectively. In addition, to ascertain the motivating factors that influence their clinical results. In quantitative part, a correlational study design was used, according to McCombes (2020), to test the relationship between two variables without the researcher manipulating either of them. It will look at the statistical relationship between two (2) variables that are intertwined. While on qualitative part, thematic deductive analysis approach was used. According to Caufield, J. (2020), the researcher studied the data thoroughly in order to identify recurring themes — subjects, thoughts, and structures of meanings.

Participants of the Study

The target population of the study included the entire millennial nursing professionals employed for at least 1 year in the selected private hospitals in Lipa City, Batangas who have responsibility for the direct nursing care of patients. The total enumeration sampling method was utilized among hospitals in Batangas. In the focus group discussion, a total of 10 participants was included. 5 participants from Hospital A, and another 5 participants from hospital B. These participants were utilized according to their available time.

Research Locale

The study was conducted in two selected hospitals in Lipa City, Batangas, and will utilize all millennial professional nurses of the institution.

Hospital A is a pioneering health care provider in Lipa City, Batangas. The hospital was established in 1970 and was known as Maternity and Medical Hospital. Also, it is the first private hospital in Batangas Province which is ISO 9001:2008 and currently, ISO 9001:2015 Quality Management System

Certified as of February 8, 2018. This hospital has a total number of 35 staff nurses at present. Out of 35 staff nurses, 25 of them were included in the millennial category.

Hospital B is located in Lipa City, Batangas, and was established in 2004. The hospital showcases the traditional features of a Medical Center equipped with all the advanced technologies and amenities to provide optimum health care services affordable to patients. The hospital has a 70-bed capacity. This hospital has a total number of 48 staff nurses at present. Out of 48 staff nurses, 35 of them were included in the millennial category.

Ethical Considerations

This research study was examined for an ethics review to uphold and protect the participants of the study. The ethical principles were observed in the conduct of this study.

Conflict of Interest. With respect to affiliation or sources of funding for this report, there is no conflict of interest with the researcher. The research will be funded by a researcher.

Informed Consent. Before filling out the online questionnaires, the researcher will have informed consent from the participants in a written form signed. It includes the intent or justification for inviting the participants to participate in the research, explains how the study will be conducted out, and allows participants to reject, withdraw or terminate without penalty at any time. This means that the participants are completely aware of what kind of research they are going to engage in. The researcher is aware that the privacy, confidentiality, and integrity of the individual are maintained and secured.

Justice. The right of participants to equal care and privacy is included in this principle. Equal treatment requires selecting participants on the basis of the study's inclusion criteria and conditions. Non-prejudicial care of the participants as stated in the informed consent for those who have declined to take part or withdrawn from the study. At any point in the study, the participants can contact the researcher to clarify details using the cell phone number and e-mail address listed in the informed consent as well. At all times, consideration and respect for the values, behaviors, lifestyles, history, and emotions of the participants, and courteous treatment will be observed.

Privacy and Confidentiality. The researcher can only take the need for data and use it wisely to provide value, and will definitely avoid sharing information without the permission of the participant. The researcher therefore promises not to disclose the participants' identities with others. Data will be locked only by the researcher with keys managed and documents will be kept for five years (5), and then shredded by a machine.

Risks, Benefits, and Safety. The researcher will ensure that all precautionary steps to avoid the occurrence of psychological distress will be taken into account by the participants.

Research Instrument

For the phase 1 of this study, the researcher used two (2) adopted survey questionnaires. Part I is the Clinical Performance Evaluation tool developed by the St. Thomas University – Nursing Program in 2019 to determine the knowledge, skills, and attitude of nurses in their clinical performance. Part II is the adapted Hygiene and Motivational Factors tool (Ghanbahadur, R. R. 2015) by Frederick Herzberg developed in 1959 to determine the root of motivation in the workplace. The said instrument was adopted and revised with the help of the statistician and in the later part was approved by the thesis adviser. Each instrument has an open access in the internet for public domain without any fees.

The first part of the instrument includes the demographic profile of the respondents, such as age, gender, highest educational attainment, monthly salary, and length of hospital service. The researcher sees the validity and reliability of the research questionnaire since it is developed and published by an international organization that specializes education and safety as overall element of workers.

For the phase 2 of this study, a semi-structured interview guide questionnaire based on the preconceived themes result from the Phase 1 was used to elicit the responses on issues and concerns of respondents in terms of the motivational factors in their clinical performance. In the focus group discussion, a total of 10 participants was included. 5 participants from Hospital A, and another 5 participants from hospital B. These participants were utilized according to their available time.

Data Gathering Procedure

The data gathering procedure was divided into 2 phases. First, the researcher secured a formal letter of approval and permission to conduct a study from the Chief Nurses via email followed by a request for participation from the nurse respondents. The informed consent protocols were attached in front of the questionnaire to be read and understand clearly by the participants. The researcher explained the purpose of the study at the beginning of the form so that the respondents are aware of what the study seeks to answer. The participants were informed of the anonymity and confidentiality of the data before continuing with the process. Participation in this study was completely voluntary and may withdraw from participation at any time without penalty. During the process of answering the tool, Part 1 of the survey questionnaire was answered by the head nurses with their best effort to evaluate the said millennial staff nurse as well explained by the researcher during handling the questionnaire. Then the rest of the survey questionnaire was answered by the millennial staff nurse. The researcher was available to answer the questions and concerns of the participants. The minimum health standards were observed by wearing personal protective equipment and physical distancing.

Overall, 60 respondents answered the questionnaire from the selected hospital. After the respondents have taken the survey, the data responses were obtained for statistical treatment. These data were encoded converted into an Excel file to have an organized collection of responses. From there, the data gathered from the survey were tabulated, treated statistically, analyzed, and were interpreted intelligently.

For the second phase, after interpreting the results of the first phase, a semi-structured interview guide questionnaire was developed based on the initial results. The researcher conducted a focus group discussion via virtual meeting since face-to-face is still not feasible due to pandemics. The created virtual meeting link was sent through the participant's email address and other social media platforms until the researcher reached data saturation. These were done at their most convenient time while complying with public health protocols and standards. Distribution and retrieval of questionnaires was conducted from May to June 2021.

Statistical Treatment of Data

The following statistical treatment of data was used in this study.

Phase 1:

For the statement of the problem number 1, to establish the demographic profile of millennial nurses in the hospitals, statistical treatment of data of frequency count and percentage distribution were calculated.

For a statement of the problem number 2 and 3, weighted mean was used to determine the level of clinical performance of the respondents, and to determine the perception of the respondents on their work motivation.

To analyze and interpret the respondent's mean level of clinical performance and perception on work motivation of the respondents' nurses, the following Likert scale with descriptive interpretation was employed.

For a statement of problem number 4 and 5, to determine the significant relationship between the respondents' demographic profile and level of their clinical performance, and to determine the significant relationship between the respondents' level of performance and their perception on their work motivation, Chi-square value was used.

CLINICAL PERFORMANCE EVALUATION TOOL		
Five Point Likert Scale Response Descriptive Index and Description		
Score	**Descriptive Index/Range**	**Description**
Outstanding (5)	4.21-5.00	Performance is exceptional and far exceeds expectation. Consistently demonstrates excellent standards
Very Good (4)	3.41-4.20	Performance is consistent and exceeds expectations.
Good (3)	2.61-3.40	Performance is consistent. Clearly meets job requirements
Needs Improvement (2)	1.81-2.60	Performance is inconsistent. Meets requirements of the job occasionally.
Unsatisfactory (1)	1.00-1.80	Performance does not meet minimum requirements of the job.

HERZBERG'S MOTIVATIONAL TOOL		
Five Point Likert Scale Response Descriptive Index and Description		
Score	**Descriptive Index/Range**	**Description**
Strongly Agree (5)	4.21-5.00	**HIGH**
Agree (4)	3.41-4.20	
Neutral (3)	2.61-3.40	**MODERATE**
Disagree (2)	1.81-2.60	**LOW**
Strongly Disagree (1)	1.00-1.80	
Range	**Interpretation**	
0 – 5	**Low**	Area for Enrichment: requires attention and development
6 – 10	**Moderate**	Effective Functioning: consider strengthening
11-15	**High**	Enhanced Skills: use as leverage to develop weaker areas

Data Analysis Plan

Phase 2:

For a statement of problem number 6, to determine the issues and concerns of the participants in the motivational factors in their clinical performance, the qualitative framework method of Braun and Clarke on the analysis and processing of qualitative data was used.

Qualitative Framework of the Study

Braun and Clarke Method of Qualitative Data Analysis

PHASES OF THEMATIC ANALYSIS (ADAPTED FROM BRAUN & CLARKE, 2006)

	PHASES	DESCRIPTION OF ANALYSIS PROCESS
1	Familiarising myself with data	i) Narrative preparation, i.e. transcribing data ii) (Re-)reading the data and noting down initial ideas
2	Generating initial codes	i) Coding interesting features of the data in a systematic fashion across entire data set ii) Collating data relevant to each code
3	Searching for themes	i) Collating codes into potential themes ii) Gathering all data relevant to each potential theme
4	Reviewing themes	i) Checking if themes work in relation to the coded extracts ii) Checking if themes work in relation to the entire data set iii) Reviewing data to search for additional themes iv) Generating a thematic "map" of the analysis
5	Defining and naming themes	i) On-going analysis to refine the specifics of each theme and the overall story the analysis tells ii) Generating clear definitions and names for each theme
6	Producing the report	i) Selection of vivid, compelling extract examples ii) Final analysis of selected extracts iii) Relating the analysis back to the research question, objectives and previous literature reviewed

Source: Virginia Braun & Victoria Clarke (2006): Using thematic analysis in psychology, Qualitative Research in Psychology, 3:2, 77-101

The statistical treatment of data for qualitative method used was thematic analysis approach. After the researcher transcribed the responses of the participants, applying deductive thematic analysis approach, involves coming to the data with some preconceived themes that is expected to find or reflect, based on the theory or existing knowledge (Cailfield, J. 2020). This approach followed the following steps: (1) Familiarization, each transcript was reviewed and re-read several times to get a feel of the overall content. (2) Coding, identifying areas of our text – typically phrases or sentences – and creating brief labels or "codes" to characterize their content. (3) Generating themes, meanings were formulated from the significant statements. (4) Reviewing themes, useful and accurate representations of the data must be reviewed. (5) Defining and naming themes, the formulated meanings were sorted into categories, clusters of themes. And, (6) Writing up, results and finding will be written.

PRESENTATION, ANALYSIS, AND INTERPRETATION OF DATA

1. Demographic Profile of the participants

A total of 60 participants had successfully submitted the questionnaires with valid data in the prescribe time. Presented in table 1 is the demographic profile of the millennial nurses in selected hospitals in Batangas under study such as age, gender, highest educational attainment, monthly salary and length of hospital service.

Result show that 32 or 53.3% of the respondent are between the ages 28-32 majority of the participants are female with 36 or 60% and obtained Bachelor's degree 54 or 90%. 31 or 51.7% of the millennial nurses earning 16,000-20,000 with 0-5 years of hospital service, 42 or 70%.

Age

Table 1 shows the percentage distribution of the respondents' profiles according to age. The result shows that 32 or 53.3% of the respondent are between the ages 28-32; 15 or 25.0% between 33-38; and 13 or 21.7% of the population are aged 23-27.

Data revealed that the majority of millennial staff nurses are age 28-32 years old. In a study, Millennials are predicted to make up the majority of the nursing employment by 2025. With each generation comes natural changes, such as criticism of the younger generation and resistance to change from the old system, as seen by the fact that millennial nurses—those in charge of implementing the agenda—see the future as both difficult and promising (Carlson, K 2019).

Gender

Table 1 shows the percentage distribution of the respondents' profiles according to gender. The result shows that 36 or 60% of the respondent are female and 24 or 40% are male.

The majority of the respondents are female since the nursing profession is seen as being run and dominated by women. Nursing was a good vocation for women, according to Florence Nightingale, because it was an extension of their domestic responsibilities. Nightingale popularized the image of the nurse as a subservient, compassionate, domestic, humble, self-sacrificing, and uninformed woman (Leach, D 2016).

Table 1 Demographic Profile

AGE	FREQUENCY	PERCENTAGE
23-27	13	21.7
28-32	32	53.3
33-38	15	25
Total	60	100
GENDER	FREQUENCY	PERCENTAGE
Male	24	40
Female	36	60
Total	60	100
HIGHEST EDUCATIONAL ATTAINMENT	FREQUENCY	PERCENTAGE
Bachelor's Degree	54	90
Master's Degree	6	10
Doctorate Degree	0	0
Total	60	100
Monthly Salary	Frequency	Percentage
12,000-15,000	22	36.7
16,000-20,000	31	51.7
21,000 and above	7	11.7
Total	60	100
Length of Hospital Service	Frequency	Percentage
0-5 years	42	70
6-10 years	12	20
10 years above	6	10
Total	60	100

Highest Educational Attainment

Table 1 shows the percentage distribution of the respondents' profiles according to the highest educational attainment. The result shows that 54 or 90% of the respondent holds bachelor's degree and 6 or 10% holds master's degree.

Qualifications and talents, according to Massing and Schnerider (2017), are intrinsically intertwined. Given that one of the aims of education is to educate students with the skills they need to participate in society, this is not surprising. As a result, the use of familial status as a proxy for human capital is common. Nurses who have invested heavily in professional development opportunities in order to support the ongoing growth of their practice and provide the best possible patient care have reported a positive work environment (Price, S and Reichert 2017).

Monthly Salary

Table 1 shows the percentage distribution of the respondents' profiles according to a monthly salary. The result shows that 31 or 51.7% of the respondent are earning 16,000-20,000; 22 or 36.7% are earning 12,000-15,000 and 7 or 11.7% are earning 21,000 and above.

According to Medscape (2018), income ranks wide-ranging by level of education. Registered nurses who have highest degree earned more.

Length of Hospital Experience

Table 1 shows the percentage distribution of the respondents' profiles according to the length of hospital service. The result shows that 42 or 70% of the respondent has 0-5 years of hospital service; 12 or 20% has 6-10 years of hospital service and 6 or 10% has 10 years above hospital service.

According to Jay, J (2021), the hospital has a multi-generational staff today and, in the future, with Baby Boomers, Gen Xs, Millennials, and Gen Cc. Businesses must be proactive in striving to understand what important to millennials in order to attract and retain them, as they are increasingly becoming the majority of the workforce. Young employees bring passion and energy to the bargaining table, and organizations that do not involve them are missing out. A favorable work environment has been noted for millennial nurses who have invested heavily in professional development opportunities in order to sustain a consistent expansion of their practice and the best quality of patient care.

2. Level of Clinical Performance

Table 2.1 presents the level of clinical performance according to the core competency of professionalism. In this core competency, the indicator with the highest weighted mean score of "4.23" with a verbal interpretation of outstanding rating by the millennial staff nurses themselves was on the item "Treat others with respect and demonstrate nonjudgmental behaviors and attitudes. Demonstrate core professional values"

While the indicator with the lowest weighted mean, "4.15" with a verbal interpretation of very good was on the item "Maintains personal appearance according to the policies of the hospital and Nursing Service Department, and other affiliating agencies. Comply with the Code of Ethics, Standards of Practice, and policies and procedures of nursing, and clinical agencies."

Table 2.1 Professionalism

Professionalism	Weighted Mean	Verbal Interpretation
Maintains personal appearance according to the policies of the hospital and Nursing Service Department, and other affiliating agencies. Comply with the Code of Ethics, Standards of Practice, and policies and procedures of nursing, and clinical agencies.	4.15	Very Good
Reports promptly to all clinical duty. Notifies the immediate head regarding absence or tardiness prior to the start of duty.	4.17	Very Good
Treat others with respect and demonstrates nonjudgmental behaviors and attitudes. Demonstrate core professional values.	4.23	Outstanding
Demonstrate professionalism and accountability in the care of patients, in inter-professional education and in collaborative practice.	4.15	Very Good
Total	4.18	Very Good

Legend: 1.00-1.80 Unsatisfactory; 1.81-2.60 Needs Improvement; 2.61-3.40 Good; 3.41-4.20 Very Good; 4.21-5.00 Outstanding

As an overall rating in this core competency in terms of professionalism, the millennial nurses obtained an average rating of the weighted mean of "4.18" with a verbal interpretation of very good. Respect, according to the study, is the most important aspect in exhibiting professionalism. Respect is a value shared by all generations, according to an article by L. Spears (2016). Each generation, however, has a distinct understanding of respect. Respect is accorded to anyone who is considered an "elder" by Boomers, but Millennials are more inclined to view respect as a two-way street that is earned via behavior, character, and other factors. Many of the same underlying principles exist across generations, but how they are expressed varies greatly. Newly hired nurses have a high respect on their seniors as they are the one who helped them to become a competent nurse in the future.

Table 2.2 Patient-Centered Care

Patient-centered Care	Weighted Mean	Verbal Interpretation
Institutes individualized plan of care based on comprehensive holistic assessment and planning while eliciting patient values, preferences and needs. Demonstrate caring behaviors. Assess the presence and extent of pain and suffering.	4.12	Very Good
Applies and integrates physical, emotional, cultural and spiritual components of caring behaviors that demonstrate respect for the human condition for self, individuals, families and groups.	4.08	Very Good
Develops individualized plan of care with a focus on assessment and planning utilizing the nursing process. Respect diversity of individuals. Applies principles of cultural competency in the provision of nursing care to individuals, families and groups.	4.1	Very Good
Total	4.1	Very Good

Legend: 1.00-1.80 Unsatisfactory; 1.81-2.60 Needs Improvement; 2.61-3.40 Good; 3.41-4.20 Very Good; 4.21-5.00 Outstanding

Table 2.2 presents the level of clinical performance according to the core competency of patient-centered care. In this core competency, the indicator with the highest weighted mean score of "4.12" with a verbal interpretation of very good rating by the millennial staff nurses themselves was on the item "Institutes an individualized plan of care based on comprehensive holistic assessment and planning while eliciting patient values, preferences, and needs. Demonstrate caring behaviors. Assess the presence and extent of pain and suffering".

While the indicator with the lowest weighted mean, "4.08" with a verbal interpretation of very good was on the item "Applies and integrates physical, emotional, cultural, and spiritual components of caring behaviors that demonstrate respect for the human condition for self, individuals, families, and groups".

As an overall rating in this core competency in terms of patient-centered care, the millennial nurses obtained an average rating of the weighted mean of "4.1" with a verbal interpretation of very good. The researcher analyzed that assessment and planning is a factor in contributing a plan of care in each patient for the betterment of health of each patient. According to Wyatt (2017), assessment is an important step because it gathers comprehensive data such as physiological, psychological, socioeconomic, social determinants of health, spiritual, and lifestyle information to help determine nursing diagnoses, which are then used to develop nursing care plans aimed at improving health outcomes. Furthermore, because it is a complicated medical disease, the transition to value-based care and the industry's shift to a proactive care model will prioritize health assessments to discover opportunities to screen for preventative care and promote healthier lifestyles among the aged.

Table 2.3 Teamwork and Collaboration

Teamwork and Collaboration	Weighted Mean	Verbal Interpretation
Collaborates with other professional team members roles and scope of practice to manage client care through supervision, delegation, coordination, procurement of available resources and advocacy. Interacts creatively and openly with others to solve problems to achieve patient goals and outcomes.	4.12	Very Good
Communicates effectively using SBAR to convey relevant data acquired about patient (s). Uses appropriate channels of communication to achieve positive patient outcomes. Communicates relevant, accurate, and complete information in a concise and clear manner.	3.95	Very Good
Communicates effectively in complex situations to achieve mutually defined goals in collaboration with clients, families, peers, faculty and other members of the health care team.	3.97	Very Good
Works cooperatively with other team members within their scope of practice and family to achieve patient and organizational outcomes.	4.05	Very Good
Total	4.02	Very Good

Legend: 1.00-1.80 Unsatisfactory; 1.81-2.60 Needs Improvement; 2.61-3.40 Good; 3.41-4.20 Very Good; 4.21-5.00 Outstanding

Table 2.3 presents the level of clinical performance according to the core competency of teamwork and collaboration. In this core competency, the indicator with the highest weighted mean score of "4.12" with a verbal interpretation of very good rating by the millennial staff nurses themselves was on the item "Collaborates with other professional team member's roles and scope of practice to manage client care through supervision, delegation, coordination, procurement of available resources, and advocacy. Interacts creatively and openly with others to solve problems to achieve patient goals and outcomes".

While the indicator with the lowest weighted mean, "3.95" with a verbal interpretation of very good was on the item "Communicates effectively using SBAR to convey relevant data acquired about the patient (s). Uses appropriate channels of communication to achieve positive patient outcomes. Communicates relevant, accurate, and complete information concisely and clear manner".

As overall rating in this core competency in terms of teamwork and collaboration, the millennial nurses obtained an average rating of the weighted mean of "4.02" with a verbal interpretation of very good. The researcher analyzed that teamwork is seen by the millennial nurses as a key factor for the success of the plan of care of the patients. Effective cooperation is critical for patient safety and limiting unpleasant reactions caused by misunderstandings with other patient caregivers, as well as a lack of knowledge of roles and duties, in a complicated healthcare system, according to Anderson, J E., Lavelle, M., and Reedy, G. (2020). Collaboration among health-care providers is required for clinical practice and patient care. We lack key understanding about how to improve teamwork, despite the fact that poor teamwork is a major contributory factor in adverse results. The organization and function of health-care teams varied, and the majority of patient care is dependent on the ability of various experts to coordinate their efforts.

Table 2.4 Evidence-based Practice

Evidence-based Practice	Weighted Mean	Verbal Interpretation
Utilizes evidence-based practice principles and nursing skills to provide safe and cost-effective therapeutic nursing interventions for self and for individuals, families and groups experiencing transitions in well-defined practice settings.	4.08	Very Good
Uses theory, principles of evidence- based practice, technology and research to formulate clinical judgments and guide nursing practice.	4.02	Very Good
Identifies a public/health concern, demonstrates use of current literature to justify and synthesize gaps.	4.07	Very Good
Demonstrates the integration of philosophical and theoretical principles of the art and science of nursing to create interventions to address a public/health concern in caring environment for diverse patients, families, and communities.	4.02	Very Good
Identifies and synthesizes evidence-based literature related to community practice and guideline activities and integrates them as framework to guide community health nursing practice. Provides community health nursing care that focuses on wellness, health promotion, illness and disease management across the lifespan.	3.87	Very Good
Total	4.01	Very Good

Legend: 1.00-1.80 Unsatisfactory; 1.81-2.60 Needs Improvement; 2.61-3.40 Good; 3.41-4.20 Very Good; 4.21-5.00 Outstanding

Table 2.4 presents the level of clinical performance according to the core competency of teamwork and collaboration. In this core competency, the indicator with the highest weighted mean score of "4.08" with a verbal interpretation of very good rating by the millennial staff nurses themselves was on the item "Utilizes evidence-based practice principles and nursing skills to provide safe and cost-effective therapeutic nursing interventions for self and for individuals, families, and groups experiencing transitions in well-defined practice settings".

While the indicator with the lowest weighted mean, "3.87" with a verbal interpretation of very good was on the item "Identifies and synthesizes evidence-based literature related to community practice and guideline activities and integrates them as a framework to guide community health nursing practice. Provides community health nursing care that focuses on wellness, health promotion, illness, and disease management across the lifespan".

As overall rating in this core competency in terms of evidence-based practice, the millennial nurses obtained an average rating of the weighted mean of "4.01" with a verbal interpretation of very good. The researcher analyzed that nursing updates in the plan of care is considered by the millennial nurses as they see healthcare system as an evolutionary system. Lee, J., X. Y., and Tam, W. W. S., 2017, priority should be given to nurses in best practice, as well as to increase patient access to the healthcare system, which is convenient for the nursing profession. This shows that implementing superior nursing practices in healthcare settings can help patients achieve better outcomes. The risk of rising health-care demand can be mitigated by transforming the health-care system through the efficient utilization of human resources.

Table 2.5 Quality Improvement

Quality Improvement	Weighted Mean	Verbal Interpretation
Identify, adapt and implement the learning-teaching process to address the needs of individuals, families and groups.	4.03	Very Good
Demonstrate the ability to advocate for transformation in the health care delivery system that is responsive to sustain health care outcomes at local, regional, state, national and global levels.	3.98	Very Good
Apply principles of cultural competency in the provision of nursing care to individuals, families and groups.	4.03	Very Good
Practice within the ethical and legal framework of current nursing practice standards as well as reflecting political awareness.	3.95	Very Good
Total	4	Very Good

Legend: 1.00-1.80 Unsatisfactory; 1.81-2.60 Needs Improvement; 2.61-3.40 Good; 3.41-4.20 Very Good; 4.21-5.00 Outstanding

Table 2.5 presents the level of clinical performance according to the core competency of quality improvement. In this core competency, the indicator with the highest weighted mean score of "4.03" with a verbal interpretation of very good rating by the millennial staff nurses themselves was on the items "Identify, adapt, and implement the learning-teaching process to address the needs of individuals, families, and groups" and "Apply principles of cultural competency in the provision of nursing care to individuals, families, and groups".

While the indicator with the lowest weighted mean, "3.95" with a verbal interpretation of very good was on the item "Practice within the ethical and legal framework of current nursing practice standards as well as reflecting political awareness".

As overall rating in this core competency in terms of quality improvement, the millennial nurses obtained an average rating of the weighted mean of "4.00" with a verbal interpretation of very good. The researcher analyzed that adaptability is one of the good characteristics of millennial nurses as they are trying to cope with the need of each individual patients' needs. According to Sauer, J., (2020), the direction in which the concept transforms the current situation is what leads to the establishment of a culture that adapts to change. It is a faith that the knowledge of a huge portion of our community is superior to the knowledge of a single individual, no matter how smart or skilled he may be. As far as healthcare administrators are concerned, we need to foster a flexible culture in our organizations. Adaptability is about more than just strength; it also has to do with quality of life. "The correct course, well-prepared and implemented utilizing professional personalization, lowers professional challenges and increases the quality and efficiency of medical care for patients," according to a survey of nurses.

Table 2.6 Safety

Safety	Weighted Mean	Verbal Interpretation
Practices within the ethical and legal framework of current nursing practice standards as well as reflecting political awareness.	4.03	Very Good
Demonstrates effective use of technology and standardized practices that support safety and quality.	3.97	Very Good
Incorporates teaching, learning, and evaluation concepts in developing individualized health plans that meet the cultural and individual needs of patients, families, and communities.	4.03	Very Good
Total	4.01	Very Good

Legend: 1.00-1.80 Unsatisfactory; 1.81-2.60 Needs Improvement; 2.61-3.40 Good; 3.41-4.20 Very Good; 4.21-5.00 Outstanding

Table 2.6 presents the level of clinical performance according to the core competency of safety. In this core competency, the indicator with the highest weighted mean score of "4.03" with a verbal interpretation of very good rating by the millennial staff nurses themselves was on the items "Practices within the ethical and legal framework of current nursing practice standards as well as reflecting political awareness" and "Incorporates teaching, learning, and evaluation concepts in developing individualized health plans that meet the cultural and individual needs of patients, families, and communities".

While the indicator with the lowest weighted mean, "3.97" with a verbal interpretation of very good was on the item "Demonstrates effective use of technology and standardized practices that support safety and quality".

As overall rating in this core competency in terms of safety, the millennial nurses obtained an average rating of the weighted mean of "4.01" with a verbal interpretation of very good. The researcher analyzed that millennial nurse is very strict with the standard practice when regards to ethical and legal aspect of nursing practice for the safe and quality practice. A study conducted by Vaismoradi M., Tella S., Logan P. A., and Vizcaya-Moreno F. (2020) indicates

that numerous overlapping and complex factors influence millennial nurses' compliance with patient safety guidelines. But the main ones are that improving nurses' knowledge of patient safety and security, patient cooperation in performing their assigned tasks, reducing workload, providing appropriate equipment and electronic communication systems, information exchange and feedback loops in the workplace, and standardizing care processes can all help and increase compliance with patient safety rules by nurses.

Table 2.7 Informatics

Informatics	Weighted Mean	Verbal Interpretation
Protect and maintain confidentiality of electronic health records data, information, and knowledge of technology in an ethical manner.	4.13	Very Good
Demonstrate effective use of technology and standardized practices that support safety and quality. Skills include timely verbal and written/ electronic charting with patients, team members, and family.	4.18	Very Good
Total	4.16	Very Good

Legend: 1.00-1.80 Unsatisfactory; 1.81-2.60 Needs Improvement; 2.61-3.40 Good; 3.41-4.20 Very Good; 4.21-5.00 Outstanding

Table 2.7 presents the level of clinical performance according to the core competency of informatics. In this core competency, the indicator with the highest weighted mean score of "4.18" with a verbal interpretation of very good rating by the millennial staff nurses themselves was on the items "Demonstrate effective use of technology and standardized practices that support safety and quality. Skills include timely verbal and written/ electronic charting with patients, team members, and family".

While the indicator with the lowest weighted mean, "4.13" with a verbal interpretation of very good was on the item "Protect and maintain the confidentiality of electronic health records data, information, and knowledge of technology in an ethical manner".

As overall rating in this core competency in terms of informatics, the millennial nurses obtained an average rating of the weighted mean of "4.16" with a verbal interpretation of very good. The researcher analyzed that millennial nurses are the start of the widely technological nursing practice, thus adjustment from this generation takes place. According to Fathi, J. T., Modin, J. E., and Scott, J. D. (2017), in the current era, health care reform is leading to a shift in priorities and emphasis on providing high-quality health services for millennial nurses. With the increasing demand for productivity and meeting health needs, as well as meeting the ever-increasing complexity and innovation of using information and communication technologies (ICT), it is time for healthcare innovation.

3. Herzberg's Motivational Tool

Table 3.1 Motivational Factors

Motivational Factors	Weighted Mean	Verbal Interpretation
Achievement		
I am proud to work in this company because it recognizes my achievements.	4.05	High
I feel satisfied with my job because it gives me feeling of accomplishment.	4.08	High
I feel I have contributed towards my company in a positive manner.	4.1	High
Average	4.08	High
Advancement		
I will choose career advancement rather than monetary incentives.	3.95	High
My job allows me to learn new skills for career advancement.	4.13	High
Average	4.04	High
Work Itself		
My work is thrilling and I have a lot of variety in tasks that I do.	4.1	High
I am empowered enough to do my job.	4.08	High
My job is challenging and exciting.	4.17	High
Average	4.12	High

Recognition		
I feel appreciated when I achieve or complete a task.	3.9	High
My manager always thanks me for a job well done.	3.87	High
I receive adequate recognition for doing my job well.	3.78	High
Average	3.85	High
Growth		
I am proud to work in my company because I feel I have grown as a person.	4.02	High
My job allows me to grow and develop as a person.	4.07	High
My job allows me to improve my experience, skills and performance.	4.18	High
Average	4.09	High
Composite Mean	4.04	High

Legend: (1.00-1.50 Strongly Disagree; 1.51-2.50 Disagree) LOW; (2.51-3.50 Neither) MODERATE; (3.51-4.50 Agree; 4.51-5.00 Strongly Agree) HIGH

Table 3.1 shows Herzberg's motivational tool under the motivational factors. Work itself is said to be the highest factor under this tool with an average weighted mean of 4.12 and verbal interpretation of high, the participants believed that their job is challenging and exciting. As per Kluwer, W. (2018), one effective strategy is to establish a work environment that is as welcoming and full of opportunities as the nursing profession as a whole. Millennials have a "surprising embrace of the registered nursing profession," according to surveys. Millennials are entering the nursing sector at nearly twice the rate of baby boomers, according to the article, presumably enticed by the potential of meaningful work and financial security.

The second highest factor is growth with an average weighted mean of 4.09 and verbal interpretation of high, the participants believed that their job allows them to improve their experience, skills, and performance. In an article, M. Faller (2018) noted that millennials are currently the largest generation in the workforce. As a result, the millennial generation is more inclined than earlier generations to seek upward career mobility through schooling and employment changes. This generation has high expectations for the environment in which they work. Millennial nurses discuss what they consider to be a good working atmosphere, as well as how this affects patient care. Professional growth opportunities, open quality measures, a healthy culture, and helpful leadership are among their expectations.

The next factor is, achievement, with an average weighted mean of 4.08 and verbal interpretation of high, the participants feel that they have positively contributed towards the company. In a survey conducted by Thew, J. (2018), Survey of Millennial Nurses: A Dynamic Influence on the Profession it has been stated that millennials do not remain in positions. Approximately 17% of millennial registered nurses stated they would look for a new job as a nurse. Thirty-six percent of millennial registered nurses say they want to be in a leadership position. It shows that the millennial generation is committed to making a positive difference in their workplace.

The next factor is, advancement, with an average weighted mean of 4.04 and verbal interpretation of high, the participants believed that their job allows them to learn new skills for career advancement. Millennial nurses are transforming the healthcare workforce in ways that could improve patient care and aid healthcare businesses, according to an article authored by Gogek, J (2018). Furthermore, millennial nurses are not only interested in continuing their education, but they are actively seeking higher degrees and professional certification. As the healthcare business deals with an older patient population that requires more complex treatment, this push for higher education will aid in achieving the aim of a highly educated nursing workforce.

And the last factor is, recognition, with an average weighted mean of 3.85 and verbal interpretation of high, the participants feel appreciated when they achieve or complete a task. Meaningful acknowledgment, according to Vetter, A. (2017), can help maintain and recruit exceptional nurses, which makes good commercial sense. More significantly, it makes perfect sense for outstanding individuals. Millennials will be exposed to and flourish in a culture in which all generations collaborate to provide excellent and compassionate care. An award is a model for recognizing the positive impact this generation of nurses has on others' lives.

The composite mean for the motivational factor is 4.04 with a verbal interpretation of high.

Table 3.2 Hygiene Factors

Hygiene Factors	Weighted Mean	Verbal Interpretation
Company Policy		
The attitude of the administration is very accommodative in my company.	3.97	High
I am proud to work for this company because the company policy is favorable for its workers.	3.88	High
I completely understand the mission of my company.	4.07	High
Average	3.97	High
Relationship with Peers		
It is easy to get along with my colleagues.	4.13	High
My colleagues are helpful and friendly.	4.1	High
Colleagues are important to me.	4.27	High
Average	4.17	High
Work Security		
I believe safe working at my place.	3.92	High
I believe my job is secure.	3.92	High
My workplace is located in an area where I feel comfortable.	4	High
Average	3.94	High
Relationship with Supervisor		
I feel my performance has improved because of the support from my supervisor.	4.15	High
I feel satisfied at work because of my relationship with my supervisor.	4.1	High
My supervisors are strong and trustworthy leaders.	4.08	High
Average	4.11	High
Money		
I am encouraging to work harder because of my salary.	4.05	High
I believe my salary is fair.	3.97	High
Average	4.01	High
Working Condition		
I feel satisfied because of the comfort I am provided at work.	4.03	High
I am proud to work for my company because of the pleasant working conditions.	3.92	High
Average	3.98	High
Composite Mean	4.03	High

Legend: (1.00-1.50 Strongly Disagree; 1.51-2.50 Disagree) LOW; (2.51-3.50 Neither) MODERATE; (3.51-4.50 Agree; 4.51-5.00 Strongly Agree) HIGH

Table 3.2 shows Herzberg's motivational tool under the hygiene factors. Relationship with peers is said to be the highest factor under this tool with an average weighted mean of 4.17 and verbal interpretation of high, the participants believed that their colleagues are important to them. Millennial nurses ranked colleague relationships as the most critical aspect in building a happy work environment, according to Englebright, J. (2020). Flexible work

schedules, opportunities for career progress, communication and decision-making skills, basic necessities, facilities, equipment, and technology, as well as burden, such as nurse-patient ratio, were all close behind.

The second highest factor is the relationship with the supervisor with an average weighted mean of 4.11 and verbal interpretation of high, the participants feel that their performance has improved because of the support from their supervisor. The biggest factor contributing to millennial nurses' job happiness is supportive leadership. The development of supportive leaders should be a priority in efforts to retain millennial nurses. Millennials make up 30% of the nursing workforce and are more prone to suffer from burnout, stress, frequent turnover, and a lack of commitment to their jobs. To maintain job happiness and high-quality patient outcomes, it's critical to figure out how to keep these nurses (O'Hara, M.A., Burke, D., Ditomassi, M., and Lopez, R.P. 2019).

The third factor is money, with an average weighted mean of 4.01 and verbal interpretation of high, the participants said that they are encouraged to work harder because of their salary. The millennial generation was born during a period of economic instability. As a result, they want meaningful, secure work with consistent pay and a flexible schedule (Thew, J. 2021).

The next factor is, working conditions, with an average weighted mean of 3.98 and verbal interpretation of high, the participants feel satisfied because of the comfort provided at their work. According to Thew, J. (2021) Newer generations of registered nurses, particularly millennial nurses, have highlighted factors influencing their nursing career choices as an emphasis on creating a happy work environment. Good relationships with colleagues, career advancement opportunities, flexible scheduling, communication and decision-making authority, modern facilities and technology, and an acceptable workload, often measured in terms of the patient-nurse ratio, were all strong characteristics of a favorable work environment in which they were likely to stay in their jobs.

The next factor is, company policy, with an average weighted mean of 3.97 and verbal interpretation of high, the participants completely understand the mission of their company. Management must keep their commitments to millennials. If they claim they'll launch a career development program, they must follow through. Millennials want to know that they are working for someone who is trustworthy, who will get things done, and who is committed to change (Ghosh, A. 2019).

And the last factor is, work security, with an average weighted mean of 3.94 and verbal interpretation of high, the participants feel that their workplace is located in an area where they feel comfortable. Adapting a company's work environment to millennial demands has considerable hurdles, adapting a company's work environment to millennial demands has considerable hurdles, according to Ghosh, A. (2019), but if they can personalize three important areas to these brilliant nurses, they will win many of them over. Mentorship and training, culture and work environment, and work-life balance are among these topics. Employers who can meet the needs of millennials have their loyalty. The composite mean for the hygiene factor is 4.03 with a verbal interpretation of high.

4. Relationship Between the Respondents' Demographic Profile and Level of Their Clinical Performance

Table 4.1 Age vs Level of Clinical Performance

Level of Clinical Performance	Chi-square value	p-value	Interpretation	Decision
Professionalism	2.745	0.601	Not Significant	Accept Ho
Patient-centered care	2.315	0.678	Not Significant	Accept Ho
Teamwork and Collaboration	0.903	0.924	Not Significant	Accept Ho
Evidence-based practice	1.441	0.837	Not Significant	Accept Ho
Quality improvement	1.711	0.789	Not Significant	Accept Ho
Safety	3.399	0.493	Not Significant	Accept Ho
Informatics	4.638	0.591	Not Significant	Accept Ho

If the p-value is <.05, Significant. If the p-value is >.05, Not Significant.

Table 4.1 results revealed that age does not have a significant relationship with the level of clinical performance of the participants in terms of professionalism, patient-centered care, teamwork and collaboration, evidence-based practice, quality improvement, safety, and informatics; therefore, the null hypothesis is accepted. In support to this study, according to Kluwer, W. (2016), regardless of our age or generational group, as professional nurses, we perceive a similar pattern and want to be appreciated and valued for the abilities we bring to our team. Let us see the generational cohorts as mentors and begin learning from one another right now. As the researcher analyzed, age does not require to be a nurse beginner. Age is just a number for a certain nurse to become an expert nurse.

Table 4.2 Gender vs Level of Clinical Performance

Level of Clinical Performance	Chi-square value	p-value	Interpretation	Decision
Professionalism	1.355	0.508	Not Significant	Accept Ho
Patient-centered care	0.118	0.943	Not Significant	Accept Ho
Teamwork and Collaboration	0.133	0.936	Not Significant	Accept Ho
Evidence-based practice	3.281	0.194	Not Significant	Accept Ho
Quality improvement	0.231	0.891	Not Significant	Accept Ho
Safety	1.629	0.443	Not Significant	Accept Ho
Informatics	0.836	0.841	Not Significant	Accept Ho

If the p-value is <.05, Significant. If the p-value is >.05, Not Significant.

Table 4.2 results revealed that gender does not have a significant relationship with the level of clinical performance of the participants in terms of professionalism, patient-centered care, teamwork and collaboration, evidence-based practice, quality improvement, safety, and informatics; therefore, the null hypothesis is accepted.

The researcher observed that from novice to expert nurse, gender is not a requirement in the field of nursing, as a nurse is devoted to what he or she is doing.

Table 4.3 Highest Educational Attainment vs Level of Clinical Performance

Level of Clinical Performance	Chi-square value	p-value	Interpretation	Decision
Professionalism	5.838	0.049	Significant	Reject Ho
Patient-centered care	2.911	0.233	Not Significant	Accept Ho
Teamwork and Collaboration	3.092	0.213	Not Significant	Accept Ho
Evidence-based practice	0.17	0.919	Not Significant	Accept Ho
Quality improvement	3.125	0.21	Not Significant	Accept Ho
Safety	3.062	0.216	Not Significant	Accept Ho
Informatics	2.347	0.504	Not Significant	Accept Ho

If the p-value is <.05, Significant. If the p-value is >.05, Not Significant.

Table 4.3 results revealed that highest educational attainment in terms of professionalism have a significant relationship with the level of clinical performance of the participants while others does not have a significant relationship; therefore, the null hypothesis is rejected. In contrast to this study, according to Faller (2018), millennial nurses are not only interested in furthering their education, but are also actively seeking higher degrees and professional certifications. Nearly 40% of Millennial RNs stated they intend to pursue a master's degree within the next three years, while another 11% said they intend to pursue a Ph.D. As the health-care business deals with an older patient population that requires more complex treatment, this push for higher education will aid in achieving the aim of a highly educated nursing workforce.

The researcher analyzed that highest educational attainment can affect the level of clinical performance of a nurse from being a novice nurse to an expert nurse. Education is a key factor to employ knowledge of being a nurse.

Table 4.4 Monthly Salary vs Level of Clinical Performance

Level of Clinical Performance	Chi-square value	p-value	Interpretation	Decision
Professionalism	6.422	0.17	Not Significant	Accept Ho
Patient-centered care	7.924	0.094	Not Significant	Accept Ho
Teamwork and Collaboration	4.982	0.289	Not Significant	Accept Ho
Evidence-based practice	0.912	0.923	Not Significant	Accept Ho
Quality improvement	2.279	0.685	Not Significant	Accept Ho
Safety	4.531	0.339	Not Significant	Accept Ho
Informatics	5.134	0.527	Not Significant	Accept Ho

If the p-value is <.05, Significant. If the p-value is >.05, Not Significant.

Table 4.4 results revealed that monthly salary does not have a significant relationship with the level of clinical performance of the participants in terms of professionalism, patient-centered care, teamwork and collaboration, evidence-based practice, quality improvement, safety, and informatics; therefore, the null hypothesis is accepted. In contrast to this study, while millennial employees prefer flexibility, according to Medreps (2019), money is still a crucial element in selecting whether or not to accept a job offer. Men, women, parents, and non-parents all agree that money is the most significant consideration when picking where to work, according to the 2016 Deloitte Millennial Survey. Millennials will be able to harness the momentum of their trips to propel their productivity forward if they mix their ambitions of traveling with having a higher wage with their hard work directly affecting their salary.

The researcher analyzed that in terms of salary, an expert nurse earns more than a novice nurse.

Table 4.5 Length of Hospital Service vs Level of Clinical Performance

Level of Clinical Performance	Chi-square value	p-value	Interpretation	Decision
Professionalism	6.388	0.172	Not Significant	Accept Ho
Patient-centered care	4.53	0.339	Not Significant	Accept Ho
Teamwork and Collaboration	5.437	0.245	Not Significant	Accept Ho
Evidence-based practice	2.157	0.707	Not Significant	Accept Ho
Quality improvement	4.714	0.318	Not Significant	Accept Ho
Safety	4.64	0.326	Not Significant	Accept Ho
Informatics	6.196	0.402	Not Significant	Accept Ho

If the p-value is <.05, Significant. If the p-value is >.05, Not Significant.

Table 4.5 results revealed that length of hospital service does not have a significant relationship with the level of clinical performance of the participants; therefore, the null hypothesis is accepted. According to Cahill, T. F. (2016), millennial nurses are supposed to be the key solution to addressing nursing shortages. However, statistics reveal that millennial nurses are quitting their hospital jobs and the profession in record numbers. Some nurses quit because they are frustrated by having to respond to situations for which they are unprepared, and higher workloads reduce the amount of time new nurses have to improve their skills. Other millennials will leave a job in search of a better work schedule or more flexible hours, and job-hopping is an accepted technique of career growth for the millennial generation.

5. Relationship Between the Respondents' Level of Performance and Their Perception on Their Work Motivation

MOTIVATIONAL FACTORS

Table 5.1 Achievement vs Level of Clinical Performance

Level of Clinical Performance	Chi-square value	p-value	Interpretation	Decision
Professionalism	0.608	0	Significant	Reject Ho
Patient-centered care	0.461	0	Significant	Reject Ho
Teamwork and Collaboration	0.522	0	Significant	Reject Ho
Evidence-based practice	0.683	0	Significant	Reject Ho
Quality improvement	0.5	0	Significant	Reject Ho
Safety	0.52	0	Significant	Reject Ho
Informatics	0.572	0	Significant	Reject Ho

If the p-value is <.05, Significant. If the p-value is >.05, Not Significant.

Table 5.1 results revealed that achievement has a significant relationship with the level of clinical performance of the participants; therefore, the null hypothesis is rejected. McQueen, L., Cockroft, M., and Mullins, N. (2017), nursing is being taken up by the first generation of millennial students and graduates. They are well-equipped with technological knowledge, unapologetic confidence, and the ability to set and fulfill their own goals. Imogene King's nursing theory of goal attainment and achievement serves as a foundation for guiding and mentoring new graduate nurses into practice. Nurse educators must be willing to endorse and mentor students as the new pioneers in the practice of nursing to help millennials and their goal attainment through various learning modalities in the future of nursing.

Table 5.2 Advancement vs Level of Clinical Performance

Level of Clinical Performance	Chi-square value	p-value	Interpretation	Decision
Professionalism	0.748	0	Significant	Reject Ho
Patient-centered care	0.563	0	Significant	Reject Ho
Teamwork and Collaboration	0.48	0	Significant	Reject Ho
Evidence-based practice	0.681	0	Significant	Reject Ho
Quality improvement	0.594	0	Significant	Reject Ho
Safety	0.617	0	Significant	Reject Ho
Informatics	0.688	0	Significant	Reject Ho

If the p-value is <.05, Significant. If the p-value is >.05, Not Significant.

Table 5.2 results revealed that advancement has a significant relationship with the level of clinical performance of the participants; therefore, the null hypothesis is rejected. Many attributes of the millennial age will aid them in a nursing career, including a team-oriented attitude, an optimistic spirit, and the capacity to multitask. In a fast-changing, high-tech healthcare environment, their aptitude for technology will be advantageous (Staff, A. 2018).

Table 5.3 Work Itself vs Level of Clinical Performance

Level of Clinical Performance	Chi-square value	p-value	Interpretation	Decision
Professionalism	0.727	0	Significant	Reject Ho
Patient-centered care	0.615	0	Significant	Reject Ho
Teamwork and Collaboration	0.63	0	Significant	Reject Ho
Evidence-based practice	0.661	0	Significant	Reject Ho
Quality improvement	0.716	0	Significant	Reject Ho
Safety	0.733	0	Significant	Reject Ho
Informatics	0.762	0	Significant	Reject Ho

If the p-value is <.05, Significant. If the p-value is >.05, Not Significant.

Table 5.3 results revealed that work itself has a significant relationship with the level of clinical practice of the participants; therefore, the null hypothesis is rejected. According to Jay, J. (2020) millennial nurses prefer to focus on their strengths rather than their flaws. This concept is having difficulties in

numerous areas of their work. The organization should not dwell on its problems because it would irritate and bore its customers. Instead, work on transforming that weakness into a strength, bringing the skill gap to an acceptable level, and then focusing on the nurse's strengths. It has been demonstrated that millennial nurses have an easier time acquiring and improving innate abilities. Each person has a unique set of skills, and hospitals should make sure they have access to a variety of resources to help them hone those skills. The majority of the organization wants nurses to practice at their highest level of competence, and focusing on and boosting their skills is a terrific way to get there.

Table 5.4 Recognition vs Level of Clinical Performance

Level of Clinical Performance	Chi-square value	p-value	Interpretation	Decision
Professionalism	0.341	0.008	Significant	Reject Ho
Patient-centered care	0.367	0.004	Significant	Reject Ho
Teamwork and Collaboration	0.401	0.002	Significant	Reject Ho
Evidence-based practice	0.567	0	Significant	Reject Ho
Quality improvement	0.315	0.014	Significant	Reject Ho
Safety	0.387	0.002	Significant	Reject Ho
Informatics	0. 337	0.008	Significant	Reject Ho

If the p-value is <.05, Significant. If the p-value is >.05, Not Significant.

Table 5.4 results revealed that recognition has a significant relationship with the level of clinical practice of the participants; therefore, the null hypothesis is rejected. According to Vetter, A. (2017), meaningful recognition will allow the millennial generation's voices and contributions to continue to expand, and their accomplishments will need to be recognized in a meaningful and affirming way. The sight of thankfulness in a young nurse's eyes, which is recognized by more senior nurses, creates gratitude bridges between generations. Nurses from all generations are welcomed by millennial nurses, who join them in recognizing the great work that they do as nurses.

Table 5.5 Growth vs Level of Clinical Performance

Level of Clinical Performance	Chi-square value	p-value	Interpretation	Decision
Professionalism	0.771	0	Significant	Reject Ho
Patient-centered care	0.663	0	Significant	Reject Ho
Teamwork and Collaboration	0.585	0	Significant	Reject Ho
Evidence-based practice	0.606	0	Significant	Reject Ho
Quality improvement	0.576	0	Significant	Reject Ho
Safety	0.728	0	Significant	Reject Ho
Informatics	0.658	0	Significant	Reject Ho

If the p-value is <.05, Significant. If the p-value is >.05, Not Significant.

Table 5.5 results revealed that growth has a significant relationship with the level of clinical practice of the participants; therefore, the null hypothesis is rejected. As stated by Faller, M. (2018) professional development has been shown to be vital in attracting and retaining Millennials in all fields, but it may be particularly important for nurses. Millennials also believed that the skill mix of nurses on the unit had a beneficial impact on the quality of care they provided, compared to older nurses. It demonstrates that millennial nurses are not just interested in continuing their education but are also actively seeking higher degrees and professional certification (Jay, J. 2020).

HYGIENE FACTORS

Table 5.6 Company Policy vs Level of Clinical Performance

Level of Clinical Performance	Chi-square value	p-value	Interpretation	Decision
Professionalism	0.621	0	Significant	Reject Ho
Patient-centered care	0.598	0	Significant	Reject Ho
Teamwork and Collaboration	0.583	0	Significant	Reject Ho
Evidence-based practice	0.646	0	Significant	Reject Ho
Quality improvement	0.652	0	Significant	Reject Ho
Safety	0.653	0	Significant	Reject Ho
Informatics	0.619	0	Significant	Reject Ho

If the p-value is <.05, Significant. If the p-value is >.05, Not Significant.

Table 5.6 results revealed that company policy has a significant relationship with the level of clinical practice of the participants; therefore, the null hypothesis is rejected. According to Kwong, T.-L (2016), millennial employees tend to have several distinct traits. For starters, millennials seek a supportive workplace that assures them of recognition, reward, and career advancement when they achieve goals. Second, millennials seek structured environments. Finally, millennials respect work-life balance and are more likely to choose career choices that strike a balance between employment security and a healthy personal and professional life. As a result, the millennial generation has strong desires to be respected, cared for, and acknowledged. When companies provide individualized attention, a supportive culture, and a fair framework to recognize and reward their contributions, millennials can be extremely loyal.

Table 5.7 Relationship with Peers vs Level of Clinical Performance

Level of Clinical Performance	Chi-square value	p-value	Interpretation	Decision
Professionalism	0.593	0	Significant	Reject Ho
Patient-centered care	0.668	0	Significant	Reject Ho
Teamwork and Collaboration	0.541	0	Significant	Reject Ho
Evidence-based practice	0.597	0	Significant	Reject Ho
Quality improvement	0.571	0	Significant	Reject Ho
Safety	0.608	0	Significant	Reject Ho
Informatics	0.576	0	Significant	Reject Ho

If the p-value is <.05, Significant. If the p-value is >.05, Not Significant.

Table 5.7 results revealed that relationship with peers has a significant relationship with the level of clinical practice of the participants; therefore, the null hypothesis is rejected. According to Carlson, K. (2019), Millennials are the first generation to embrace a more tolerant worldview in which everyone has the right to happiness, freedom, self-determination, and personal expression. Emerging young leaders in healthcare who honestly support open-mindedness and tolerance can have a significant impact on how healthcare is given, as well as on staff relationships and the necessary teamwork required to offer such expert care.

Table 5.8 Work Security vs Level of Clinical Performance

Level of Clinical Performance	Chi-square value	p-value	Interpretation	Decision
Professionalism	0.627	0	Significant	Reject Ho
Patient-centered care	0.606	0	Significant	Reject Ho
Teamwork and Collaboration	0.543	0	Significant	Reject Ho
Evidence-based practice	0.513	0	Significant	Reject Ho
Quality improvement	0.521	0	Significant	Reject Ho
Safety	0.528	0	Significant	Reject Ho
Informatics	0.506	0	Significant	Reject Ho

If the p-value is <.05, Significant. If the p-value is >.05, Not Significant.

Table 5.8 results revealed that work security has a significant relationship with the level of clinical practice of the participants; therefore, the null hypothesis is rejected. Nurse bullying and incivility, according to Ghosh, A. (2019), turn off millennial nurses. The millennial generation is one of the most emotionally intelligent generations in history. They have a low tolerance for harassment and rudeness. Anti-bullying measures will be enforced, and safe work environments for new nurses will be supported. To solve problems, act quickly, fairly, and consistently and keep an eye on how hospital nurses are perceived in terms of incivility and bullying.

Table 5.9 Relationship with Supervisor vs Level of Clinical Performance

Level of Clinical Performance	Chi-square value	p-value	Interpretation	Decision
Professionalism	0.581	0	Significant	Reject Ho
Patient-centered care	0.401	0.002	Significant	Reject Ho
Teamwork and Collaboration	0.527	0	Significant	Reject Ho
Evidence-based practice	0.543	0	Significant	Reject Ho
Quality improvement	0.488	0	Significant	Reject Ho
Safety	0.489	0	Significant	Reject Ho
Informatics	0.614	0	Significant	Reject Ho

If the p-value is <.05, Significant. If the p-value is >.05, Not Significant.

Table 5.9 results revealed that relationship with supervisor has a significant relationship with the level of clinical practice of the participants; therefore, the null hypothesis is rejected. Concerns raised by millennial nurses, according to Waltz, L.A., Munoz, L., Johnson, H.W., and Rodriguez, T. (2020), provide guidance for nurse leaders responsible with cultivating a workplace environment that fosters empathy and respect for nurses of all generations. Employee rounding to inquire about their requirements, offer assistance, and deliver positive feedback are some of the strategies used to suit the preferences of millennials. Offering participation in activities to promote evidence-based practice, preceptor training, financial aid with national certification examinations, and tuition reimbursement are all examples of ongoing mentorship regarding options to support millennials' professional growth.

Table 5.10 Money vs Level of Clinical Performance

Level of Clinical Performance	Chi-square value	p-value	Interpretation	Decision
Professionalism	0.464	0	Significant	Reject Ho
Patient-centered care	0.475	0	Significant	Reject Ho
Teamwork and Collaboration	0.377	0.003	Significant	Reject Ho
Evidence-based practice	0.352	0.006	Significant	Reject Ho
Quality improvement	0.372	0.003	Significant	Reject Ho
Safety	0.424	0.001	Significant	Reject Ho
Informatics	0.502	0	Significant	Reject Ho

If the p-value is <.05, Significant. If the p-value is >.05, Not Significant.

Table 5.10 results revealed that money has a significant relationship with the level of clinical practice of the participants; therefore, the null hypothesis is rejected. According to Keith, A. C., Warshawsky, N., and Talbert, S. (2021) Millennials have particular employment expectations, and if these are not met, they will leave. Their research sheds light on this generation of nurses, allowing leaders to devise effective retention measures. To address each, nursing leaders should consider the following: ensuring adequate staffing and resources for nursing staff; obtaining feedback from this generation on their level of satisfaction with benefits/pay and looking for ways to improve benefits/pay when possible; and encouraging leadership self-development such as educational opportunities and mentorship, and identify ways to increase inter-departmental interactions.

Table 5.11 Working Condition vs Level of Clinical Performance

Level of Clinical Performance	Chi-square value	p-value	Interpretation	Decision
Professionalism	0.535	0	Significant	Reject Ho
Patient-centered care	0.453	0	Significant	Reject Ho
Teamwork and Collaboration	0.384	0.002	Significant	Reject Ho
Evidence-based practice	0.394	0.002	Significant	Reject Ho
Quality improvement	0.46	0	Significant	Reject Ho
Safety	0.454	0	Significant	Reject Ho
Informatics	0.535	0	Significant	Reject Ho

If the p-value is <.05, Significant. If the p-value is >.05, Not Significant.

Table 5.11 results revealed that working condition has a significant relationship with the level of clinical practice of the participants; therefore, the null hypothesis is rejected. Positive nursing work environments have been linked to better nurse and patient outcomes, according to Campbell, C. M., and Patrician, P. A. (2020). They've mentioned generational differences in the workplace, but the amount to which there are differences in preferences, not just perceptions, is unknown. Millennials, the only generation with expectations in the area of 'self,' provide personalized attention and options, such as self-scheduling, to help them achieve a better work-life balance.

Table 6 Impact of Motivators on the Clinical Performance of Millennial Nurses

Central Theme: Millennial Nurses Clinical Performance in Relation to their Motivators

MAIN THEME	INDICATORS
CLINICAL PRACTICE CHALLENGES	1. Relationship within the organization
	2.Inadequate education and training for nursing updates
IMPACT OF MOTIVATION TO CLINICAL PRACTICE	1. Work difficulties experienced
	2. Sense of appreciation towards work.

Table 6 shows the central theme in relation to the millennial nurses experienced challenges to their motivators. In line to their clinical practice challenges and impact of motivation to the clinical performance.

Theme 1: Clinical Practice Challenges

In this study, clinical practice challenges were identified by the participants as the relationship within the organization and inadequate education and training for nursing updates.

One of the participants said:

"When it comes with my seniors up to my heads (head nurses, supervisors, or chief nurse), they have time to listen to our opinions towards the organization and they have fair judgment when it comes to work-related issues."

According to the Advisory Board, engagement among millennials is not a predictive indication of intent to stay with a company, according to an article by Hudson, B., and David, J. (2018). The majority of people believe that participation implies loyalty. With the millennial nurse, this is not the case. Nurses in their twenties and thirties want to have a say in some matters and appreciate it when their thoughts are heard. As a result, millennials are excellent candidates for a shared governance approach. Giving millennial nurses' project ownership empowers them to have a say in their workplace. Millennial nurses have the opportunity to provide input and discuss their ideas on their projects during staff meetings. Their peers can also provide input, making the nurse feel valuable and respected. Giving the nurse decision-making power positions them for future promotion and keeps them anchored to the organization.

Other participants said:

"Though I learnt a lot throughout my time at this organization, I believe that continuing education for professional development, as well as skill development, is essential, as nursing is an evolving field."

According to Stringer, H. (2021), nurses were leaving because they felt that they were not making a difference and were not appreciated by other co-workers.

In support to this, according to Hoff, J.D. (2018), millennials may demand more engagement than workers from previous generations, therefore increasing initiatives to link them can benefit an organization's whole nursing workforce. Creating a mentorship program in which millennials can be of assistance.

Although a millennial nurse would benefit from the experience of a more seasoned nurse, as a first-generation digital native, they may be able to offer some technical expertise with her colleague in an increasingly technological sector.

Theme 2: Impact of Motivation to Clinical Practice

Millennial nurses' optimism, respect for authority, and ability to collaborate, according to Wagner, M. (2021), make them ideal employees and prepare them to be future leaders. Unfortunately, they have the highest rate of turnover, as their involvement declines and they look for work elsewhere.

In this study, impact of motivation to clinical practice were identified by the participants as experienced work difficulties and sense of appreciation on work.

One of the participants verbalized:

"As a single parent, I'm always thinking about how to strike a work-life balance for my child. One of my criteria for selecting a company is family."

Another participant also said:

"Expected ko na ang nursing na trabaho ay toxic, pero kinoconsider ko yung kahit toxic ay meron pa din akong time to rest enough at time para sa sarili ko."

One of the most significant tactics for recruiting and keeping millennial nurses, according to Parker, S. (2020), is to provide a favorable work-life balance. Millennials strive to strike a balance between their personal lives and their demanding occupations, and more than half of them are willing to take pay losses in order to find positions that fit their lifestyle and ideals. Nurses in their twenties and thirties seek more flexibility in their work hours. They choose for hospitals that allow them to attend crucial occasions or be with their children when needed. This set of nurses also wants a nursing job that allows them to change their hours as needed, as well as a lot of paid vacation time. If a job doesn't fit their personal life, Millennials aren't scared to switch careers to find a nursing job that does.

Another statement says:

"Besides my family, who is one of my greatest sources of motivation, appreciation from my head nurse boosts my confidence to work hard because it reflects in my service, even in small ways."

Recognition is important to Millennials, according to an article in MedPro (2021), who thrive in collaborative, supportive, and caring work environments. This is a generation that has grown accustomed to receiving participation trophies and frequent praise and affirmation in both their personal life and at work. By sticking to these principles, the company will not only have a beneficial impact on them, but patients will benefit as well. It's also excellent business to practice meaningful professional recognition.

As per researcher, millennial nurses are only willing to achieve well in their clinical practice if they are satisfied with the benefits they receive from their employer in exchange for their high-quality service. Depending on the motivational forces they seek, this generation of nurses might be at their finest or at their worst.

Table 7 Summary of Herzberg's Motivation

Motivators	Weighted Mean	Rank
Achievement	4.08	3rd
Advancement	4.04	4th
Work Itself	4.12	1st
Recognition	3.85	5th
Growth	4.09	2nd
Hygiene	**Weighted Mean**	**Rank**
Company Policy	3.97	5th
Relationship with Peers	4.17	1st
Work Security	3.94	6th
Relationship with Supervisor	4.11	2nd
Money	4.01	3rd
Working Condition	3.98	4th

Table 7 shows that Herzberg's motivation in terms of motivators, key area of enrichment is work itself, while the key area of improvement is recognition. However, in terms of hygiene, the key area of enrichment is relationship with peers, while the key area of improvement is work security.

In relation to Patricia Benner's The Novice to Expert Theory, motivation implies a big factor on how a novice nurse become an expert nurse in the future. As evident by the respondents' generation, motivation highly affects the way on how nurses acquire and gain knowledge about nursing.

CONCLUSION

Based on the findings of this study, the following conclusion were formulated:

1. The Millennial nurses from the selected hospitals were generally competent based on the core competencies of their clinical performance.

2. In terms of work motivation, millennial nurses are highly affected by their motivational and hygiene factors.

3. The educational attainment of nurses can strongly influence the clinical performance, the highest educational attainment can result to an improvement in proficiency.

4. The nurses' work motivation can strongly influence their clinical performance. Higher level of work motivation can result in better clinical performance.

5. In the clinical practice, the relationship with the organization, education and, trainings highly affect the clinical performance of the participants together with the motivations to improve their clinical performance.

References

1. Abusalem, S., Polivka, B., Coty, M.-B., Crawford, T. N., Furman, C. D., & Alaradi, M. (2019). The Relationship Between Culture of Safety and Rate of Adverse Events in Long-Term Care Facilities. Journal of Patient Safety, Publish Ahead of Print. https://doi.org/10.1097/pts.0000000000000587

2. Arispe, I. (2016, June 16). Understanding and Choosing Clinical Performance Measures for Quality Improvement: Development of a Typology. ASPE.

3. Ayalew, F., Kibwana, S., Shawula, S., Misganaw, E., Abosse, Z., van Roosmalen, J., … Mariam, D. W. (2019). Understanding job satisfaction and motivation among nurses in public health facilities of Ethiopia: a cross-sectional study. BMC Nursing, 18(1). https://doi.org/10.1186/s12912-019-0373-8

4. Baljoon, R., Banjar, H., & Banakhar, M. (2018). Nurses' Work Motivation and the Factors Affecting It: A Scoping Review. International Journal of Nursing & Clinical Practices, 5(1). https://doi.org/10.15344/2394-4978/2018/277

5. Ball, M. J., & Hannah, K. J. (2015). Using computers in nursing. Appleton-Century-Crofts.

6. Bisnar, J. C., & Pegarro, K. G. (2019). Nurse Turnover: Implication on Health Care Delivery. JPAIR Multidisciplinary Research, 34(1). https://doi.org/10.7719/jpair.v34i1.626

7. Bolz, S. (2017, March). Definition of Patient-Centered Care. Klara. https://www.klara.com/blog/definition-patient-centered-care.

8. Bonnel, W. (2017, February 12). Clinical performance evaluation. Nurse Key. https://nursekey.com/clinical-performance-evaluation/.

9. Brule, E. (2021, January 26). Thematic analysis in HCI. Medium. https://medium.com/usabilitygeek/thematic-analysis-in-hci-

10. Cahill, T. F. (2016, February). On Common Ground: Addressing Generational Issues in Nursing Services. https://www.chausa.org/publications/health-progress/article/january-february-2016/on-common-ground-addressing generational-issues-in-nursing-services.

11. Campbell, C. M., & Patrician, P. A. (2020, June 5). Generational preferences in the nursing work environment: A dimensional concept analysis. Wiley Online Library. https://onlinelibrary.wiley.com/doi/epdf/10.1111/jonm.13024.

12. Carlson, K. (2019, June 30). Millennial Nurses are Healthcare's Future. Ausmed. https://www.ausmed.com/cpd/articles/millennial-nurses.

13. Caulfield, J. (2020, August 14). How to Do Thematic Analysis: A Step-by-StepGuide& Examples. Scribbr. https://www.scribbr.com/methodology/thematic-analysis

14. Cherry, K. (2020, April 27). The Psychology of What Motivates Us. Verywell Mind. https://www.verywellmind.com/what-is-motivation-2795378.

15. Chien, L.-Y. (2019, August). Evidence-Based Practice and Nursing Research. The journal of nursing research : JNR. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6641093/.

16. Creswell, J. W. (2017). Educational Research: Planning, Conducting, and Evaluating Quantitative and Qualitative Research, 6th Edition. Pearson.

17. Dikmen, Y., Karataş, H., Arslan, G. G., & Ak, B. (2016, June 1). The Level of Professionalism of Nurses Working in a Hospital in Turkey. Journal of caring sciences. https://www.ncbi.nlm.nih.gov/pubmed/27354973.

18. Dixon, S. (2018). Analyzing the Role of Advanced Practice Nursing in the Philippines: A Systematic Literature Review. https://repository.upenn.edu/cgi/viewcontent.cgi?article=1065&context=sire.

19. Dobre, O. I. (2016). EconPapers: Employee motivation and organizational performance. "Employee motivation and organizational performance." The Bucharest University of Economic Studies. https://econpapers.repec.org/RePEc:rse:wpaper:v:5:y:2013:i:1:p:53-60.

20. Emich, C. (2018). Conceptualizing collaboration in nursing. Nursing forum. https://pubmed.ncbi.nlm.nih.gov/30132905/.

21. Faizin, R., Fitryasari, R., Wahyuni, E. D., & Nursalam, N. (2020). Nurse's Individual Factors May Predict Quality of Nursing Work Life (Qnwl) in Clinical Setting. Nurse's Individual Factors May Predict Quality of Nursing Work Life (Qnwl) in Clinical Setting – International Journal of Psychosocial Rehabilitation. https://www.psychosocial.com/article/PR270894/19260/.

22. Faller, M. (2018, November 12). Millennial RNs Bring High Ambition and a Few Surprises to Healthcare Work Environment. The Staffing Stream. http://www.thestaffingstream.com/2018/11/12/millennial-rns-bring-high-ambition-and-a-few-surprises-to-healthcare-work-environment/.

23. Faustorilla, J. F. L. (2020). Initiating Developments of Nursing Informatics Within a Caring Perspective for Philippine Nursing: Journal of Health and Caring Sciences. Initiating Developments of Nursing Informatics Within a Caring Perspective for Philippine Nursing | Journal of Health and Caring Sciences. https://journalofhealthandcaringsciences.org/index.php/jhcs/article/view/37/70.

24. Feliciano, A. Z., Feliciano , E. E., Feliciano , J. R. D., Fernandez , Z. S., & Viray , A. B. (2020). Philippine professional core competencies' impact on nurses' key performance indicators (KPIs) for patient safety outcomes. International Journal of Advanced and Applied Sciences. http://www.science-gate.com/IJAAS/2020/V7I1/1021833ijaas202001001.html.

25. Feliciano, E. E., Boshra, A. Y., Mejia, P. C. G., Feliciano, A. Z., & Maniago, J. D. (2019). Understanding Philippines Nurses' Competency in the Delivery of Healthcare Services.

26. Feliciano, E., Feliciano-Pena, L. V., Mejia, P. C., & Osman, A. (2019, December). Competency of Nurses in the Context of Philippine Healthcare .

27. Ford, C. (2016). Challenge of the Generations!: How Can We Attract and Retain the Millennial Nurses? stti.confex.com. https://stti.confex.com/stti/bc17/webprogram/Paper87894.html.

28. Gardner, D. (2016). Ten Lessons in Collaboration. http://ojin.nursingworld.org/mainmenucategories/anamarketplace/anaperiodicals/ojin/tableofcontents/volume102005/no1jan05/tpc26_116008.html.

29. Ghaffari, S., Shah, I., Burgoyne, J., Nazri, M., & Salleh, J. (2017, May 17). The Influence of Motivation on Job Performance: A Case Study at Universiti Teknoligi Malaysia. SSRN. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2969825.

30. Ghanbahadur, R. R. (2015, September 1). To test the effectiveness of Hygiene-Motivation factors on Irish Accountants and American Engineers in predicting Intrinsic-Extrinsic job satisfaction. NORMA@NCI Library. http://trap.ncirl.ie/1813/.

31. Ghosh, A. (2019, May 16). MultiBrief: Understanding how millennial nurses view their prospective employers. MultiBriefs.http://exclusive.multibriefs.com/content/understanding-how-millennial-nurses-view-their-prospective-employers/medical-allied-healthcare.

32. Griffin, R. W. (2015). Fundamentals of Management. Ricky W. Griffin | download. https://b-ok.cc/book/3587177/a80e43.

33. Health, U. S. F. (2020, November 20). What is Health Informatics? USF Health Online. https://www.usfhealthonline.com/ resources/key-concepts/what-is-health-informatics/.

34. Hoff, J. D. (2018, January 17). Making a Mark with Millennial Nurses in 2018. Healthcare Business Today. https://www.health carebusinesstoday.com/millennial-nurses-2018/.

35. Hudson, B., & David, J. (2018, June 11). Getting Millennial Nurses to Commit to Your Organization. Daily Nurse. https://dailynurse.com/getting-millennial-nurses-to-commit-to-your-organization/.

36. Jabonete, F. G. V., & Concepcion, L. R. (2017). Perceived Safety Culture of Healthcare Providers in Hospitals in the Philippines. https://www.national-u.edu.ph/wp-content/uploads/2016/08/Perceived-Safety-Culture-of-Healthcare-Providers-in-Philippines.pdf.

37. Jay, J. (2020, August 31). What is Important to a Millennial Nurse? 3 Key Factors. Relias. https://www.relias.com/blog/what-is-important-to-a-millennial-nurse.

38. Jayadevappa, R., & Chhatre, S. (2015). Patient Centered Care - A Conceptual Model and Review of the State of the Art. https://www.med.upenn.edu/patientcenteredresearch/assets/docs/4.pdf.

39. Juneja, P. (2018). MSG Management Study Guide. Herzbergs Two-Factor Theory of Motivation. https://www.managementstudyguide.com/herzbergs-theory-motivation.htm.

40. Kahriman, H., & Öztürk, I. (2016). Evaluating medical errors made by nurses during their diagnosis, treatment and care practices. Journal of clinical nursing. https://pubmed.ncbi.nlm.nih.gov/27335283/.

41. Kane, M. A. (2020, February). Quality Improvement in Nursing.NursingAnswers.net. https://nursinganswers.net/essays/a-quality-improvement-report-nursing-essay.php.

42. Karttunen, M., Sneck, S., Jokelainen, J., & Elo, S. (2019). Nurses' self-assessments of adherence to guidelines on safe medication preparation and administration in long-term elderly care. Scandinavian Journal of Caring Sciences, 34(1), 108–117. https://doi.org/10.1111/scs.12712

43. Keith, A. C., Warshawsky, N., & Talbert, S. (2021, April). Factors That Influence Millennial Generation Nurses'... : JONA: The Journal of Nursing Administration. LWW. https://journals.lww.com/jonajournal/Abstract/2021/04000/Factors_That_Influence_Millennial_Generation.10.aspx?context=LatestArticles.

44. Kim, Y.-S., Kim, J., & Park, M.-M. (2015). Factors Influencing Competency in Evidence-based Practice among Clinical Nurses. Journal of Korean Academy of Nursing Administration, 21(2), 143. https://doi.org/10.11111/jkana.2015.21.2.143

45. Kluwer, W. (2017, April). Generations in harmony : Nursing made Incredibly Easy. LWW. https://journals.lww.com/nursingmadeincrediblyeasy/Fulltext/2017/03000/Generations_in_harmony.1.aspx.

46. Koppel, J., Deline, M., & Virkstis, K. (2017). A Two-Pronged Approach to Retaining Millennial Nurses. JONA: The Journal of Nursing Administration, 47(12), 597–598. https://doi.org/10.1097/nna.0000000000000551

47. Koppel, J., Deline, M., & Virkstis, K. (2017). The Case for Focusing on Millennial Retention. JONA: The Journal of Nursing Administration, 47(7/8), 361–363. https://doi.org/10.1097/nna.0000000000000495

48. Kwong, T.-L. (2016, January). How Does Millennials' Perception on Their Employers Affect Their Work. Management. https://ideas.repec.org/a/mgt/youmng/v11y2016i4p289-308.html.

49. Lazarte, F. C. (2016). Core Competencies of Beginning Staff Nurses: A Basis for Staff Development Training Program . https://pdfs.semanticscholar.org/e2ad/98bd200d15f2143ad15d63d4f8e7ffce14fb.pdf.

50. McCombes, S. (2020, June 12). Correlational Research: Definition, Methods and Examples. Scribbr. https://www.scribbr.com/methodology/correlational-

51. McQueen, L., Cockroft, M., & Mullins, N. (2017, May 11). Imogene King's Theory of Goal Attainment and the Millennial Nurse: An Important Mentoring Tool for Nurse Educators. Teaching and Learning in Nursing. https://www.sciencedirect.com/science/article/abs/pii/S1557308716301494.

52. MedPro Blog. (2021, May 10). Recognizing and Appreciating Millennial Healthcare Professionals. MedPro Healthcare Staffing. https://www.medprostaffing.com/millennial-recognition-nurses-week-2021/.

53. Medreps. (2019, February 19). This Is Why Millennials Are The Perfect Medical Sales Reps. Medical-Sales-Careers. https://www.medreps.com/medical-sales-careers/this-is-why-millennials-are-the-perfect-medical-sales-reps.

54. Medscape. (2018, October 15). What nurses are paid-and how salaries vary, mapped. Advisory Board. https://www.advisory.com/daily-briefing/2018/10/15/nurse-salary.

55. Mesa, R. Y. H. D., Galingana, C. L. T., Marfori, J. R. A., Rey, M. P., Sundiang, N. B., Celeste, J. T., … Catabui, J. T. (2019, July 29). Impact of improved primary care on patient satisfaction: Results of a pilot study in the University of the Philippines. Wiley Online Library. https://onlinelibrary.wiley.com/doi/abs/10.1002/hpm.2862.

56. Miller, B. K., Adams, D., & Beck, L. (2018, April 26). A behavioral inventory for professionalism in nursing. Journal of Professional Nursing. https://www.sciencedirect.com/science/article/pii/875572239390055H.

57. Nikpeyma, N., Abed_Saeedi, Z., Azargashb, E., & Alavi_Majd, H. (2016). Problems of Clinical Nurse Performance Appraisal System: A Qualitative Study. Asian Nursing Research. https://www.sciencedirect.com/science/article/pii/S1976131713000650.

58. Nuritasari, R. T., Rofiqi, E., Fibriola, T. N., & Ardiansyah, R. T. (2019). The Effect of Clinical Supervision on Nurse Performance. Jurnal Ners. https://e-journal.unair.ac.id/JNERS/article/view/16956.

59. Nurses Service Organization (NSO). (2016, April 1). More nurses, hospitalists being sued for malpractice, studies say. Relias Media - Continuing Medical Education Publishing. https://www.reliasmedia.com/articles/137567-more-%20nurses-hospitalists-being-sued-for-malpractice-%20studies-say.

60. O'Hara, M. A., Burke, D., Ditomassi, M., & Palan Lopez, R. (2019). Assessment of Millennial Nurses' Job Satisfaction and Professional Practice Environment. JONA: The Journal of Nursing Administration, 49(9), 411–417. https://doi.org/10.1097/nna.0000000000000777

61. Pangh, B., Jouybari, L., Vakili, M., Sanagoo, A., & Torik, A. (2019). The Effect of Reflection on Nurse-Patient Communication Skills in Emergency Medical Centers. Journal of caring sciences. https://pubmed.ncbi.nlm.nih.gov/31249816/.

62. Parker, S. (2020, May 29). 8 Strategies for Recruiting and Retaining Millennial Nurses.ShiftWizard. https://www.shiftwizard.com/recruiting-and-retaining-millennial-nurses/.

63. Petiprin, A. (2020, October 17). Benner's From Novice to Expert. Nursing Theory. https://nursing-theory.org/theories-and-models/from-novice-to-expert.php.

64. Porcupile, D. W. (2017, February). What is PROFESSIONALISM? What does Professionalism mean to you? LinkedIn. https://www.linkedin.com/pulse/what-professionalism-does-mean-you-daniel-w-porcupile.

65. Ramos-Morcillo, A. J., Fernández-Salazar, S., Ruzafa-Martínez, M., & Del-Pino-Casado, R. (2015). Effectiveness of a Brief, Basic Evidence-Based Practice Course for Clinical Nurses. Worldviews on Evidence-Based Nursing, 12(4), 199–207. https://doi.org/10.1111/wvn.12103

66. Reynolds, A. (2019). Patient-centered Care. Radiologic Technology. http://www.radiologictechnology.org/content/81/2/133.short.

67. Ryan, R. M., & Deci, E. L. (2015). Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions. Contemporary Educational Psychology. https://www.sciencedirect.com/science/article/pii/S0361476X99910202.

68. Safeopedia, J. (2018, November 8). What is Safety? - Definition from Safeopedia. safeopedia.com. https://www.safeopedia.com/definition/1104/safety-occupational-health-and-safety

69. Simkoii, F. A., Masoumpoor, A., Shirinabadi-Farahani, A., & Pahlevanzadeh, B. (2019). Evaluation of the clinical performance of Nurses employed in the neonatal intensive care units. http://journals.sbmu.ac.ir/en-jnm/article/view/19364.

70. Staff, A. (2018, August 20). Attracting Millennials to the Nursing Unit. Elite   Learning.https://www.elitecme.com/resource-center/nursing/attracting-millennials-to-the-nursing-unit.

71. St. Thomas University. (2019). CLINICAL PERFORMANCE EVALUATION TOOL. https://www.stu.edu/wp-content/uploads/sites/3/2020/10/NUR-420-

72. Stringer, H. (2021, June 22). Engaging millennial nurses. Nurse.com digital guides and publications. https://resources.nurse.com/ engaging-millennials.

73. Sweeney , C. F., LeMahieu, A., & Fryer , G. E. (2017). Nurse practitioner malpractice data: Informing nursing education.

74. TeamStage. (2021, January 8). 16+ Millennials in the Workplace Statistics for 2021.TeamStage. https://teamstage.io/millennials-in-the-workplace-statistics/.

75. Toney-Butler, T. J. (2020, July 10). Nursing Process. StatPearls [Internet]. https://www.ncbi.nlm.nih.gov/books/NBK499937/.

76. van Graan, A. C., Williams, M. J. S., & Koen, M. P. (2016). Professional nurses' understanding of clinical judgement: A contextual inquiry. Health SA Gesondheid, 21, 280–293. https://doi.org/10.1016/j.hsag.2016.04.001

77. Vetter, A. (2017, July 28). Millennial nurses appreciate meaningful recognition. Nurse.com Blog. https://www.nurse.com/blog/2017/08/02/millennial-nurses-appreciate-meaningful-recognition/.

78. Vuleta, B. (2021, March 30). 30 Remarkable Stats About Millennials in the Workplace. WhatToBecome. https://whattobecome.com/blog/millennials-in-the-workplace/.

79. Wagner, M. (2021, February 7). How to Inspire and Keep Valuable Millennial Nurses Engaged. RegisteredNursing.org. https://www.registerednursing.org/articles/how-inspire-millennial-nurses-engaged/.

80. Waltz, L. A., Muñoz, L., Johnson, H. W., & Rodriguez, T. (2020, April 6). Exploring   job satisfaction and workplace engagement in millennial nurses. Wiley Online Library. https://onlinelibrary.wiley.com/doi/abs/10.1111/jonm.12981.

81. World Health Organization. (2018). The Research   Priority Setting Working Group of the WHO World Alliance for Patient Safety. Summary of the evidence on patient safety: implications for research. https://www.who.int/patientsafety/information_centre/Summary_evidence_on_patient_safety.pdf.