

Generational Impact on Nurse Satisfaction and Retention

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Problem/Evidence: There is a lack of information on the generational differences and workplace strategies to retain and satisfy nurses, especially the Millennial Generation.

Strategy: Perform a generational assessment of job satisfaction, work environment, and desired characteristics of managers in an effort to improve nurse retention.

Practice Change: Using a non-experimental triangulation design, data were collected through an online survey (n=1773) and two focus groups. Quantitative data included measures of job satisfaction and perceptions of safety; the Nurse Manager Desired Traits survey; and the Nursing Work Index – Revised. Qualitative data came from a focus group with nurses from larger, metropolitan hospitals and one with nurses from smaller, more rural hospitals.

Evaluation/Results: The satisfaction with work environment scores for the whole group (n=1773) were high. Subscale scores showed highest satisfaction with nurse/physician relationships and lowest satisfaction with nurse control of practice. Younger nurses were less satisfied with their work environments than those over age 40. Safety concerns were expressed by forty percent (40%) who believe that nurses are put in the position of being at risk for injury every day.

One-third of Millennial nurses plan to leave their job within 2 years. Over two-thirds intend to be gone within five years. The Gen X nurses also plan to leave in large numbers, with a quarter of them planning to leave within 2 years and over 40% planning to be gone within 5 years. In general, 61% plan to leave their current jobs within 10 years.

Five general areas of concern emerged from two focus groups: transitioning from student to nurse; managing difficult staffing conditions; maintaining morale; dealing with safety matters; and building relationships that enhance teamwork. Open-ended survey questions revealed concern with pay; bonuses and incentives; and staffing.

Recommendations: Major recommendations are: 1) create model managers; 2) empower staff nurse councils; 3) stabilize staffing; 4) revamp incentives; and 5) focus on safety.

Bibliography:

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