

2020

## Differences in Turnover Intentions Between Nonmillennials and Millennials in Nonprofit Organizations

Kevin Allen Dennis  
*Walden University*

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# Walden University

College of Management and Technology

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Kevin Allen Dennis, Jr

has been found to be complete and satisfactory in all respects,  
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Walden University  
2020

Abstract

Differences in Turnover Intentions Between Nonmillennials and Millennials in Nonprofit

Organizations

by

Kevin Allen Dennis, Jr

MS, Walden University, 2013

BS, University of Maryland University College, 2003

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

November 2020

## Abstract

The consequences of turnover in nonprofit organizations can be costly. Grounded in the person-organization fit theory, the purpose of this cross-sectional survey study was to investigate turnover intentions among generational cohorts in nonprofit organizations. The research questions addressed whether differences in turnover intentions existed among generational cohorts and whether job satisfaction and organizational justice perceptions influenced turnover intentions in nonmillennials and millennials working in nonprofit organizations. Survey data were collected from 192 employees from nonprofit organizations. The survey included the Perceived Overall Justice scale, the Minnesota Satisfaction Questionnaire, and the Intent to Stay scale. Data were analyzed using *t* tests to check for differences in mean scores among cohorts. Multiple linear regression analyses were used to examine whether job satisfaction and organizational justice perception affect turnover intentions. The results of the *t* tests indicated that baby boomers experienced fewer turnover intentions than millennials. The results of the multiple regression analyses indicated that job satisfaction was a statistically significant predictor of turnover intentions in Generation Xers ( $t = -4.347, p < .001$ ) and millennials ( $t = -4.205, p < .001$ ) in nonprofit organizations. The results also indicated that higher job satisfaction scores led to lower turnover intentions. Findings may be used to reduce employee turnover intentions and effect positive social change by having more committed employees focused on the organization's mission.

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## Dedication

I dedicate this work to my mother, Alexis T. Steele, a single parent who raised me to become the man I am today. I am grateful for everything you have provided me and the values you have instilled in me. I would also like to dedicate this study to my wonderful wife, Dr. Quincita Dennis. I am thankful for your support and your unwavering efforts to keep me motivated throughout the process. Finally, I would like to dedicate this achievement to my kids, Tatiyana Register, Kiara Dennis, Deana Short, Briana Short, Kevin Dennis III, and Kaden Dennis. You can achieve anything. Set goals, take purposeful action, and never give up!

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## Chapter 1: Introduction to the Study

Nonprofit organizations are often composed of employees from different generational cohorts (Milligan, 2016), and organizational leaders must understand what workplace factors influence turnover intentions. Nonprofit organizations have an interest in retaining high-quality employees and could benefit from understanding how factors such as job satisfaction and organizational justice perception affect voluntary employee turnover (Ridder, Peining, & Baluch, 2012; Selden & Sowa, 2015). The attitudes and motivations of employees from different generational cohorts vary (Heyns & Kerr, 2018), and according to Lyons, Ng, and Schweitzer (2014), millennials exhibit different values than previous generations. Because millennials represent approximately 35% of the workforce (Fry, 2018), gaining clarity on factors that influence turnover intentions among millennials and other generational cohorts could help organizations reduce costs associated with replacing skilled professionals (Brown Mahoney, 2020). The additional knowledge could also help organizations maintain a positive image and sustain a positive work climate (Ababneh, 2016).

Determining turnover intentions in any organization is essential. The costs associated with turnover can be detrimental to nonprofit organizations seeking funds from donors (Bratt, 2017). The intent of the current study was to fill a gap in research and inform leaders and managers in nonprofit organizations how job satisfaction and organizational justice perception affect turnover intentions in nonmillennials and millennials. The potential positive change implications of the study are a decrease in turnover intentions in nonprofit organizations, resulting in the ability of the organization



to allocate more funds toward social causes and provide its intended services (J. M. Johnson & Ng, 2016).

### **Background of the Study**

Researchers have conducted studies analyzing turnover intentions in for-profit and nonprofit organizations. Turnover can cost organizations billions of dollars annually (R. Johnson, 2014), and considering the business model for most nonprofit organizations, Marasi, Cox, and Bennett (2016) identified the difficulty some nonprofit leaders face attempting to rebound from the high costs associated with employee turnover. Given the composition of the current workforce and the attitudes of employees from different generational cohorts (Yi, Ribbens, Fu, and Cheng, 2015), leaders should consider factors such as job dissatisfaction and its potential effect on enhancing employee turnover intentions (Plantiveau, Dounavi, & Virués-Ortega, 2018). Cascio (2014) identified the importance of retaining high-performing employees for the sake of the team, which was reinforced by Ahammad, Tarba, Liu, and Glaister (2016) who posited that retaining top talent can help maintain and improve organizational knowledge through the transfer of information between employees. Yi et al. (2015) identified differences in attitudes about work across generational cohorts. Mencl and Lester (2014) explored generational values and how values affected employee workplace perception and concluded that generational groups might be more alike than different. Although Mencl and Lester reported that the generational cohorts might be more alike than different, they identified three value differences in addition to generational differences in how values can influence “relationships between perceived fulfillment of work factors and attitudinal outcomes”

(p. 266). Furthermore, Mencl and Lester identified an opportunity for researchers to explore both differences and similarities in values and behavioral outcomes. In the current study, I focused on the differences.

Leaders in all organization types and sectors face challenges in determining how to keep employees motivated (Word & Carpenter, 2013) to perform at an optimal level. Ertas (2015) explained that job dissatisfaction could lead to lower motivation levels and result in higher employee turnover. Walk, Handy, and Schinnenburg (2013) expressed the concern that leaders in nonprofit organizations must retain top talent to achieve organizational objectives. Senior leaders in nonprofit organizations could benefit from understanding what motivates an employee to stay with an organization (Parker, 2018). The literature indicated multiple possibilities for retaining employees. J. M. Johnson and Ng (2016) discussed the importance of compensation plans in retaining high-performing millennials, while Knapp, Smith, and Sprinkle (2017) explored structural and relational predictors to explain job satisfaction and turnover intentions across generational cohorts. Lancaster and Stillman (2010) provided insight into millennial behavior and introduced the M-factor to describe their workplace trends, which can provide vital information for understanding how to retain millennials.

Examining the person-organization (P-O) fit theory and turnover intentions can yield information that leaders and human resource managers could implement to reduce turnover in organizations (Jin, McDonald, & Park, 2016). Understanding the relationship of P-O fit theory, job satisfaction, and organizational justice perception and their potential effect on turnover intentions could be beneficial to leaders in nonprofit organizations.

The results of the current study could be helpful for leaders in developing strategies to retain high-performing employees.

### **Problem Statement**

Employee turnover diminishes organizational effectiveness due to the loss of knowledge established on the job by employees who leave (Y. J. Cho & Song, 2017). Employee turnover also decreases productivity and can be costly when considering direct and indirect costs organizations must absorb (Wang, Wang, Xu, & Ji, 2014). Bares (2017) reported a 12.8% voluntary turnover rate across all industries based on data compiled from over 30,000 organizations in 2016. The voluntary turnover rate in nonprofit organizations was 12.2% (Bares, 2017), which led to increased training costs, reduced employee engagement, and a negative impact on organizational culture. According to Adkins (2016), 60% of millennials and 45% of nonmillennials are open to exploring opportunities with other organizations within 1 year of employment. Adkins also noted that 50% of millennials and 40% of nonmillennials have intentions to leave their current employer. The general management problem was organizations find it challenging to attract and retain top performers (Selden & Sowa, 2015). Millennials currently make up approximately 35% of the workforce. They will have an even broader representation in the next 5 years (Fry, 2018), but half of them do not envision a future with their current organization (Adkins, 2016). Mencl and Lester (2014) found that generational cohorts shared many similarities regarding the importance of work factors; however, Mencl and Lester posited that there are generational differences in the way values influence attitudinal outcomes. The specific management problem was managers

do not know how job satisfaction and organizational justice perception influence turnover intentions in nonmillennials and millennials in nonprofit organizations.

### **Purpose of the Study**

The purpose of this quantitative study was to examine the differences in turnover intentions between nonmillennials and millennials in nonprofit organizations and to determine whether job satisfaction and organizational justice perception influence turnover intentions in nonmillennials and millennials in nonprofit organizations. I used the following scales in this study: Ambrose and Schminke's (2009) Perceived Overall Justice (POJ) scale to measure organizational justice perception; the 20-item Minnesota Satisfaction Questionnaire (MSQ) short form developed by Weiss, Dawis, England, and Lofquist (1967) to measure job satisfaction; and Mobley, Horner, and Hollingsworth's (1978) three-item Intent to Stay scale. The scales were used to measure organizational justice perception, job satisfaction, and their effect on turnover intention using employees representing different generational cohorts in nonprofit organizations.

### **Research Questions and Hypotheses**

The research questions (RQs) and hypotheses for this study were the following:

RQ1: Are there significant differences in turnover intentions between baby boomers and millennials in nonprofit organizations?

$H_01$ : There is no statistically significant difference in the means of turnover intentions between baby boomers and millennials.

$H_a1$ : There is a statistically significant difference in the means of turnover intentions between baby boomers and millennials.

RQ2: Are there significant differences in turnover intentions between Generation Xers and millennials in nonprofit organizations?

$H_02$ : There is no statistically significant difference in the means of turnover intentions between Generation Xers and millennials.

$H_a2$ : There is a statistically significant difference in the means of turnover intentions between Generation Xers and millennials.

RQ3: Are there significant differences in turnover intentions between nonmillennials and millennials in nonprofit organizations?

$H_03$ : There is no statistically significant difference in the means of turnover intentions between nonmillennials and millennials.

$H_a3$ : There is a statistically significant difference in the means of turnover intentions between nonmillennials and millennials in nonprofit organizations.

RQ4: Do job satisfaction and organizational justice perception influence turnover intentions in baby boomers in nonprofit organizations?

$H_04$ : Job satisfaction and organizational justice perception have no statistically significant influence on turnover intentions of baby boomers in nonprofit organizations.

$H_a4$ : Job satisfaction and/or organizational justice perception has a statistically significant influence on turnover intentions of baby boomers in nonprofit organizations.

RQ5: Do job satisfaction and organizational justice perception influence turnover intentions in Generation Xers in nonprofit organizations?

*H<sub>05</sub>*: Job satisfaction and organizational justice perception have no statistically significant influence on turnover intentions of Generation Xers in nonprofit organizations.

*H<sub>a5</sub>*: Job satisfaction and/or organizational justice perception has a statistically significant influence on turnover intentions of Generation Xers in nonprofit organizations.

RQ6: Do job satisfaction and organizational justice perception influence turnover intentions in millennials in nonprofit organizations?

*H<sub>06</sub>*: Job satisfaction and organizational justice perception have no statistically significant influence on turnover intentions of millennials in nonprofit organizations.

*H<sub>a6</sub>*: Job satisfaction and/or organizational justice perception has a statistically significant influence on turnover intentions of millennials in nonprofit organizations.

RQ7: Do job satisfaction and organizational justice perception influence turnover intentions in nonmillennials in nonprofit organizations?

*H<sub>07</sub>*: Job satisfaction and organizational justice perception have no statistically significant influence on turnover intentions of nonmillennials in nonprofit organizations.

*H<sub>a7</sub>*: Job satisfaction and/or organizational justice perception has a statistically significant influence on turnover intentions of nonmillennials in nonprofit organizations.

### **Theoretical Foundation**

The theoretical framework for this study was the P-O fit theory introduced by Chatman (1989) and defined by Kristof-Brown, Zimmerman, and Johnson (2005) as how well the goals of individuals align with organizational goals. I used the P-O fit theory to

address the attitudes employees from the different generational cohorts have toward job satisfaction and organizational justice perception, which could help inform turnover intentions (see Hayes, 2015). P-O fit theory has been used in previous research and has illustrated a significant relationship between P-O fit and employee turnover. The approach could provide insight on how job satisfaction and organizational justice perception influence turnover intentions based on how members from each generational cohort believe they are valued and are a fit for the organization.

### **Nature of the Study**

The nature of this study was quantitative. A cross-sectional survey design allowed me to examine whether there were differences in turnover intentions between nonmillennials and millennials in nonprofit organizations. The design also allowed me to determine how job satisfaction and organizational justice perception influence turnover intentions in different generational cohorts in nonprofit organizations. I used the quantitative method instead of the qualitative or mixed-method approach because the quantitative approach was appropriate for statistical analysis of numerical survey data.

The quantitative approach allows the researcher to investigate a human problem using numerical data to explain the phenomenon (Yilmaz, 2013). Yilmaz (2013) noted the advantage of using the quantitative methodology is its structure allows a researcher to “measure the responses of a number of participants to a limited set of questions, thereby facilitating comparison and statistical aggregation of the data” (p. 313). The quantitative approach was appropriate for the current study because it allowed me to save time and to conduct a study that was considered scientific based on the statistical data provided (see

Daniel, 2016). This method also allowed me to generalize findings to the population based on the results and analysis of the data collected. According to Daniel (2016), the quantitative approach enables other researchers to replicate the study.

The predictor variables were (a) generational cohorts as measured by the birth year of each participant and labeled as baby boomers, Generation Xers, nonmillennials, or millennials; (b) organizational justice perception as measured by Ambrose and Schminke's (2009) POJ scale; and (c) job satisfaction as measured by the 20-item MSQ short form developed by Weiss et al. (1967). The dependent variable of turnover intentions was measured using Mobley et al.'s (1978) three-item Intent to Stay scale. I contacted the authors of the POJ scale and the Intent to Stay scale to obtain approval to use the instruments in my study. I did not have to contact the authors of the MSQ because the instrument was available for use in research without written consent.

The target population for this study consisted of employees representing different generational cohorts in nonprofit organizations in the United States. I used convenience sampling to select participants. I utilized social media platforms and SurveyMonkey Audience to recruit participants from the targeted population.

### **Definitions**

*Baby boomers:* Individuals born between 1946 and 1965 (Brunetto, Farr-Wharton, & Shacklock, 2012).

*Generation Xers:* Individuals born between 1966 and 1980 (Brunetto et al., 2012).

*Generation Z:* The postmillennial generation that is often labeled with birth years ranging from the late 1990s to 2013 (Persada, Miraja, & Nadlifitan, 2019; Schroth, 2019).



Individuals referred to as Generation Zers in the current study were born after 2000, aligning with previous generational research (Brunetto et al., 2012; Ozcelik, 2015).

Individuals assigned to this cohort are also referred to as digital natives (Persada et al., 2019). Gen Zers have minimal work experience and value social justice movements.

*Generational cohort:* Groups of individuals close in age, worldviews, and experience with similar social issues (Becton, Walker, & Jones-Farmer, 2014).

Researchers have used the generational cohort theory to help group individuals based on shared experiences.

*Job satisfaction:* The attitude an employee has regarding their job, derived from both positive and negative feelings about the workplace (Lu & Gursoy, 2016).

*Millennials:* Individuals often referred to as Generation Y who were born between 1981 and 2000 (Ozcelik, 2015). This generation is accustomed to utilizing technology and tends to express strong views and social awareness.

*Nonmillennials:* Individuals from other generational cohorts besides millennials or Generation Y, but for the current study included baby boomers and Generation X.

*Organizational justice:* The belief or interpretation of an employee regarding how fair or unfair the organization is with its policies and procedures (Vaamonde, Omar, & Salessi, 2018).

*Overall justice:* The perception of an individual regarding the fairness of an organization in its entirety based on individual experiences (Lind, 2001).

*Person-organization fit (P-O fit):* The degree to which the values and expectations of an employee match those of their organization (Jin et al., 2016).

*Turnover intention*: The willingness of an employee to leave their organization voluntarily (Allisey, Noblet, Lamontagne, & Houdmont, 2014; Lambert, Cluse-Tolar, Pasupuleti, Prior, & Allen, 2012).

### **Assumptions**

Assumptions in research are factors that are beyond the control of the researcher but are necessary for the study (Simon, 2011). In the current study, one of my assumptions was that all participants would answer the survey questions honestly. I maintained participant confidentiality and anonymity. I also informed participants that they would be free to discontinue participation in the survey at any time. Another assumption was that I would find enough participants to complete the survey who would be willing to share their turnover intentions and job satisfaction. Given the number of nonprofit organizations in the United States, the availability of the internet, and multiple social media sites including LinkedIn and Facebook, I assumed that it would not be difficult to find enough participants. The third assumption was that I would be able to collect data from enough nonmillennials and millennials to provide equal representation for the two groups. I solicited demographic information to identify which group participants belonged to, and I ensured each group had adequate representation.

### **Scope and Delimitations**

The scope of the study included participants currently employed in nonprofit organizations in the United States, ranging from 19 to 73 years of age. I examined the differences in turnover intentions between nonmillennials and millennials in nonprofit organizations. The study also addressed how job satisfaction and organizational justice

perception influence turnover intentions in nonmillennials and millennials in nonprofit organizations.

Delimitations allow the researcher to establish boundaries and limit the scope of the research and can include the population, theoretical framework, and other variables (Simon, 2011). A delimitation in the current study was the cross-sectional design. Dencker, Joshi, and Martocchio (2008) and Parry and Urwin (2011) posited that cross-sectional data fail to differentiate the generational effect from the age and career stage effect. According to Yi et al. (2015), longitudinal research could be a better option for this type of study. Another delimitation was not using all generational cohorts that would be considered nonmillennials, including the Silent Generation and Generation Z. According to Fry (2018), the Silent Generation and Generation Zers represent only 2% and 5% of the workforce, respectively. With the Silent Generation and Generation Zers representing such a small portion of the workforce, I did not include those cohorts in this study. The scope of this study was limited to employees currently working in nonprofit organizations. I focused on individuals working in nonprofit organizations in the United States and did not include anyone who did not meet the selection criteria.

### **Limitations**

Limitations are potential shortcomings researchers face while conducting studies. Researchers disclose limitations to all stakeholders, including the target population and readers (Simon & Goes, 2013). One potential limitation of the study was the population consisting of employees from nonprofit organizations in the United States, which may not accurately represent other individuals working for nonprofit organizations across the

world. The results of this study may not be relevant to other nonprofit employees who perform different job tasks or have different social causes.

Another limitation of the study was the use of survey instruments with responses broken into categories (see Simon, 2011). In qualitative studies, interviewers can ask participants to clarify if they are unsure about a response to a question. The limitation of using surveys was that participants answered questions based on their individual interpretation of each item, which could have differed from the intent of the question.

### **Significance of the Study**

This research could fill a gap by providing managers with insight into the differences in turnover intentions between nonmillennials and millennials in a nonprofit organization. The results of this research could also provide insight into how job satisfaction and organizational justice perception, as moderating variables, influence turnover intentions (see Hayes, 2015) in nonmillennial and millennial employees. Within the next 8 years, more than 160 million people will be in the workforce, and millennials will constitute more than 50% of working-age adults (Jones, 2017). The current study provided an original contribution to the literature by addressing the differences in turnover intentions between nonmillennials and millennials in nonprofit organizations and addressing whether job satisfaction and organization justice perception influence turnover intentions of nonmillennials and millennials in nonprofit organizations. Results from this research may provide leaders with information that can help reduce turnover intentions.

The findings may lead to social change within organizations. Enhanced job satisfaction and perception of organizational justice may lead to better service delivery within an organization, which may benefit internal and external stakeholders. Reduced turnover may enable corporate leaders to dedicate more resources to social causes and help improve society.

### **Significance to Theory**

The findings of this study may contribute new information to the literature that can inform future researchers and practitioners regarding the differences in generational cohorts. The study may provide additional information on turnover intentions based on job satisfaction and organizational justice perception in nonprofit organizations. The hypothesized differences in turnover intentions between nonmillennials and millennials assisted in identifying essential trends in the nonprofit workforce.

### **Significance to Practice**

The significance of this study was the focus on differences in turnover intentions between nonmillennials and millennials in nonprofit organizations. The results of this study also indicated how job satisfaction and organizational justice perception influence turnover intentions. The findings of this research could assist corporate leaders with developing strategies to reduce voluntary employee turnover. Considering millennials constitute the largest generational cohort in the workforce, human resources professionals and leaders may use the results of the study to develop retention policies. Professionals may also use the results to review organizational justice perception and job satisfaction levels within the organization to avert costs and losses associated with turnover.

### **Significance to Social Change**

The significance to social change of this study was that it provided insight into nonmillennials and millennials turnover intentions. Millennials make up the largest generational cohort in the workforce, and according to Adkins (2016), half of millennials and 40% of nonmillennials are open to voluntarily leaving their current job. Goud (2014) identified that information gathered from studies focusing on nonmillennials and millennials could be vital for retaining the right people. Organizational leaders may leverage the findings from the current study to determine methods to retain workers in nonprofit organizations.

This study may lead to positive social change within organizations. Enhanced job satisfaction and perception of organizational justice may lead to better service delivery within an organization, which may benefit internal and external stakeholders. Reduced turnover may enable corporate leaders to dedicate more resources to social causes and help improve society.

### **Summary and Transition**

Employees are the most valuable assets of an organization, and leaders in nonprofit organizations face a critical challenge in retaining those assets. The dynamics of a multigenerational workforce cause leaders in nonprofit organizations to examine organizational factors to determine the differences in turnover intentions between nonmillennials and millennials, who represent the largest generational cohort in the workplace. Knowing how job satisfaction and organizational justice perception influence employee turnover intentions may support corporate initiatives and strategies to make

changes to reduce turnover intentions. In this study, I examined the differences in turnover intentions between nonmillennials and millennials in nonprofit organizations and determined how job satisfaction and organizational justice perception influence turnover intentions in nonmillennials and millennials in nonprofit organizations.

Leaders in nonprofit organizations may be able to use findings from this study to develop new practices to retain top talent in a multigenerational workplace. Although turnover is costly in any organization, nonprofit organizations receive funding from donors. Leaders of nonprofit organizations need to maximize the use of funds they receive to deliver services, and turnover can impede these efforts. The continued success of these organizations is dependent on retaining top talent, employee job satisfaction, employee engagement, and employee commitment, which are factors closely related to P-O fit (Kristof-Brown et al., 2005; Leung & Chaturvedi, 2011; Peng, Lee, & Tseng, 2014). The literature has produced information on the differences in turnover intentions between generational cohorts, and scholarly research has exhibited a need to continue to study variables that may influence turnover intentions and to determine whether there are generational differences in those intentions in nonprofit organizations.

In this chapter, I provided foundational support and background for this study. I introduced the problem and defined the purpose of the study to determine the differences in turnover intentions between nonmillennials and millennials and to determine how job satisfaction and organizational justice perception influence turnover intentions in nonmillennials and millennials in nonprofit organizations. This chapter also included sections that provided the research questions and hypotheses, the theoretical foundation,

and the nature of the study. P-O fit was selected as the theoretical lens to address the research. This chapter contained the operational definitions, assumptions, scope and delimitations, limitations, and significance of the study. I concluded this chapter by providing information about the contribution of the study to social change.



## Chapter 2: Literature Review

Identifying the differences in turnover intentions among generational cohorts in the workforce is vital to the success of organizations considering employee turnover is not only costly (Waldman, Carter, & Hom, 2012) but also reduces organizational knowledge (Y. J. Cho & Song, 2017). Most nonprofit organizations are composed of nonmillennials, and millennials and organizational leaders must determine how job satisfaction and organizational justice perception influence employees' intentions to leave the organization. The purpose of this cross-sectional quantitative study was to examine the differences in turnover intentions between nonmillennials and millennials and to determine whether job satisfaction and organizational justice perception influence turnover intentions in nonmillennials and millennials in nonprofit organizations.

According to C. Kang, Huh, Cho, and Auh (2015), turnover in nonprofit organizations can reduce efficiency and organizational effectiveness, and it is imperative to determine ways to minimize turnover. When employees leave organizations, the workers who remain are required to do more, which can lead to dissatisfaction, decreased commitment, and increased turnover intentions. Millennials represent the largest generational cohort in the workforce, and the consistently high turnover rates in the nonprofit sector (Nonprofit HR, 2016) are problematic. Managers could benefit from research identifying the importance of organizational justice and the attitudes of employees who perceive injustice in the workplace (Tolukan & Akyel, 2019). Employees who are not satisfied with their jobs and perceive unfair practices in the workplace contribute to a higher turnover rate (Addai, Kyeremeh, Abdulai, & Sarfo, 2018; Adusei,

Sarfo, Manukure, & Cudjoe, 2016). Weisberg and Kirschenbaum (1991) posited that age was a predictor in turnover intention, while Ledimo (2015) identified differences in organizational justice perception between millennials and nonmillennials in public service organizations. Furthermore, Coburn and Hall (2014) suggested that differences in job satisfaction exist between generational cohorts while studying nurses employed throughout the United States (Gordon, 2016). Given the differences presented in other studies, it could be valuable for managers in nonprofit organizations to determine whether differences exist between nonmillennials and millennials in the nonprofit sector.

In this chapter, I review the literature related to P-O fit to address how well the values and expectations of an employee match those of their organization (Jin et al., 2016), which can help inform turnover intentions. P-O fit theory illustrates the relationship between an individual and an organization based on similarities in traits and when both parties provide something the other party needs (Kristof, 1996). According to Teimouri, Jenab, Rafei, and Yonespoor (2016), the attitudes of employees have a significant impact on whether they allow their characteristics to converge the characteristics of their organization. For employees to desire to stay with an organization, they must be attracted to the organization (Teimouri et al., 2016).

In this chapter, I provide insight into the literature search strategy by providing information about the databases and search engines used to obtain pertinent information. The theoretical foundation for the study identifying the theories used to drive the research is also included in this chapter. Finally, I present an extensive review of the current literature, which provided the basis for this study.

### **Literature Search Strategy**

The research focused on analyzing literature retrieved from electronic resources including Business Source Complete, ProQuest, ABI/INFORM Collection, SAGE Premier, PsychINFO, and Walden University library. I also used Google Scholar to search for keywords and utilized the research databases to access many of the references I found. I used Boolean operators to refine, broaden, and narrow my search efforts by combining keywords and word variations. I used the following keywords for this study: *employee turnover, turnover intention, generational cohorts, nonmillennials, job satisfaction, person-organization fit, organizational justice, overall justice, nonprofit organizations, employee retention, Generation X, baby boomers, Generation Y, and millennials.*

The search strategies yielded numerous studies that addressed generational cohorts, job satisfaction, and employee turnover intentions. The purpose of my study was to examine the differences in turnover intentions between nonmillennials and millennials and to examine whether job satisfaction and organizational justice perception influence turnover intentions in nonmillennials and millennials in nonprofit organizations. The literature review indicated the importance of job satisfaction and organizational justice perception as they pertained to turnover intentions of employees based on their associated generational cohort.

The literature review contains pertinent information from research articles with publication dates ranging from 1979 to 2018. Most of the literature reviewed and selected for inclusion in this literature review was derived from reports retrieved from scholarly

peer-reviewed journals and seminal work. These studies provided background information in organizational justice perception, job satisfaction, and relevant theories used to examine turnover intentions in for-profit and nonprofit organizations. Some of the theories that were useful to this study were the employee turnover model, Work Motivation Inventory, social exchange theory, and P-O fit.

### **Theoretical Foundation**

I reviewed, analyzed, and considered various theories for this study. Some of the theories I considered included Mobley's (1977) employee turnover model, Hall and Williams's Work Motivation Inventory (Calk & Patrick, 2017), Blau's (1964) social exchange theory, and the phenomenon described by Chatman (1989) as P-O fit.

P-O fit has been used in research to examine how well the goals of an individual align with organizational goals (Kristof, 1996). The theory derived from Schneider's (1987) attraction-selection-attrition model was designed to provide a better understanding of organizational behavior based on the perspectives of the individual and the organization. The literature suggested that individuals and organizations function at optimal levels when they share similar values, interests, and needs (Cable & Judge, 1997). Individuals use this perception of P-O fit to determine which organization to work for or to make a calculated decision on whether to remain at their current organization (Grobler, 2016).

Kristof (1996) conducted extensive research on P-O fit to gain a better understanding of the construct and provided one of the most widely accepted definitions of P-O fit: "the compatibility between people (employees) and organizations that occurs

when (a) at least one entity provides what the other needs, or (b) they share similar fundamental characteristics, or (c) both” (pp. 4-5). Grobler (2016) explained how Kristof integrated findings from his literature review to include an explanation of how complementary and supplementary fit, as well as demands abilities and needs-supplies fit, theories assisted in the development of a more comprehensive definition of P-O fit. The supplementary fit is the similarities that an individual has with others in the organization based on character and values. The complementary fit is an indication of how the characteristics of an individual help shape the culture or environment holistically (Kristof, 1996). The demands abilities fit refers to the ability of an individual to satisfy organizational requirements, and the needs-supplies fit transpires when the needs or desires of an individual are met by the organization (Kristof, 1996), which can be affected by interactions with other employees and leaders. This sense of shared values or the ability of the individual and the organization to meet each other’s needs provides the basis for P-O fit. Expanding on Kristof’s definition of P-O fit, Liu, Liu, and Hu (2010) explained that there are three elements that make-up P-O fit: “The first is a similarity between employees’ personalities and the characteristics of the organization; the second is the compatibility of goals between employees and the organization and the third is consistency between employees’ values and the organizational culture” (p. 610).

Researchers studying job satisfaction, turnover intentions, and organizational behavior used the P-O fit theory. Rani and Samuel’s (2016) research on generational differences in work values and P-O fit indicated that there were significant differences in work values between millennials or Generation Y and other older generations. In

contrast, Mencil and Lester (2014) identified that generational cohorts have more similarities than differences in work values. However, Mencil and Lester explained that there were significant differences in how generational cohorts viewed opportunities for advancement within the organization, their thoughts on training and development, and having the ability to assist in the decision-making processes that affect the work of an individual. These differences in work values complicate the jobs of managers in multigenerational and diversified workplaces. The inconsistencies in P-O fit between generations found by Rani and Samuel had a significant impact on the turnover intentions of millennials. Earlier studies addressing the congruence of P-O fit values across generations also indicated discrepancies in work values among generational cohorts (Cennamo & Gardner, 2008). This issue further illustrates the need for organizational leaders to develop innovative ways to appeal to all employees to minimize the potential of turnover intentions.

P-O fit and its concepts were relevant to the current study, which focused on identifying whether there were differences in turnover intentions among generational cohorts in nonprofit organizations. Understanding these differences and how employees perceive their personal goals in comparison with the goals of the organization and how well the organization meets their needs may inform leaders regarding how to effectively manage a multigenerational workforce that is currently dominated by millennials. P-O fit can have an inverse relationship with turnover intentions (Rani & Samuel, 2016). Answering the seven research questions added to the literature and suggested the further use of P-O fit in studies focused on generational cohorts in different industries.

## Literature Review

### Generational Cohorts

A generational cohort is a group of individuals who share a similar age range and similar worldviews due to historical events that have taken place during their formative years (Mannheim, 1952). Generational cohorts established specific behavior patterns based on their life experiences. Although many researchers identified the different generational cohorts, not all literature supported the same time frame for the groups (Becton et al., 2014). The generational cohorts included in the current study consisted of the following labels and date ranges: baby boomers born between 1945 and 1964 (Becton et al., 2014), Generation X born between 1965 and 1980, and millennials born between 1981 and 2000 (Ozcelik, 2015). For this study, I separated the generational cohorts into two groups: millennials and nonmillennials represented by the baby boomers and Generation X. Lyons and Kuron (2013) identified that the characteristics and traits individuals develop early in life help shape their behaviors and decision-making throughout their life. Evaluating the differences in perspectives, beliefs, and personality traits of each generational cohort provided a more in-depth understanding of the motivators of each group and the issues organizations face with retaining top talent.

Organizational leaders must recognize the changing trends in length of employment and how individuals have viewed careers over the past 20 years versus the stance employees took before the 20th century (Simmons, 2016). Baruch, Szucs, and Gunz (2015) posited that technological improvements, a shift in social norms, and changes in the economy shifted how individuals and organizations view careers. Baruch

et al. further emphasized how vital it is for organizational leaders and human resources professionals to identify and recognize the change in trends to ensure they can deal with each generational cohort in the workforce effectively.

### **Millennials**

Millennials, often referred to as Nexters, the Net Generation, and Generation Y, are a technologically advanced generation that enjoys such luxuries as the cell phone and personal computers (Becton et al., 2014; Ozcelik, 2015). Becton et al. (2014) explained that the changing demands and trends in the marketplace and the expansion of economies and societies around the world shaped millennials' values. Millennials currently make up the largest generation in the workforce representing over 56 million employees (Fry, 2018) and will account for about 50% of the overall workforce within the next few years. Millennials are leaving organizations at a higher rate than other generations (Simmons, 2016), and this phenomenon has commanded a lot of attention in the literature.

### **Nonmillennials**

Nonmillennials, for the sake of this study, were composed of the following generational cohorts: baby boomers and Generation X. Each generational cohort, along with the millennials, is currently represented in the workforce and functioning in various roles with different levels of responsibility. Baby boomers, who represent a large portion of upper management, and Generation Xers, who account for a substantial percentage of middle managers (Chi, Maier, & Gursoy, 2013), no longer make up the bulk of the workforce. However, according to Young, Sturts, Ross, and Kim (2013), some baby boomers have remained in the workforce well after retirement age for various reasons.



**Baby boomers.** Baby boomers, often referred to as boomers, are represented by individuals born between 1946 and 1965. According to Fry (2018) and the most current statistical data, boomers make up about 25% of the workforce and represent roughly 41 million workers with many in positions of authority. Fewer than 10 years ago, this generational cohort accounted for approximately 32% of employees in the workforce (Eversole, Venneberg, & Crowder, 2012). At one point, boomers were expected to exit the workforce and enter retirement by the masses, but recent data collected by the Pew Research Center suggested that most boomers are still in the workforce (Fry, 2019). Previous research indicated boomers as ambitious, optimistic, competitive (Bennett, 2018), and hard workers (Wiedmer, 2015) interested in being adequately compensated and recognized for their efforts and long work hours (Bennett, 2018). Boomers' work ethic is hallmarked, and according to Byington (2017), they prefer work over lifestyle and tend to have poor work-life balance.

**Generation X.** Generation X is a generational cohort that has no distinctive identity or commonly agreed-upon term to represent the generation, hence the letter X (Brown, 2012; Crowe, 2016). The date range for this generation is often debated, so this study focused on the birth years ranging from 1966 to 1980 (see Brunetto et al., 2012). Generation Xers are spawns of baby boomers, and although they carry some similarities in beliefs, this generation introduced the idea of work-life balance in the workplace (Crowe, 2016). Brown (2012) explained that Generation Xers are interested in maintaining a healthy family life, and instead of living to work as their parents, they believe work is a part of life, and they work to live. Khor and Mapunda (2014) posited

the freedoms sought by members of this generation have led many to pursue self-employment and free enterprise. According to the most recent labor force statistics, the workforce comprises more than 53 million Generation X members (Fry, 2018).

### **Nonprofit Organizations**

The existence of nonprofit organizations plays a vital role in society and has been prevalent in the United States throughout its history (Toscano, 2015). Nonprofit organizations serve a different purpose than for-profit organizations. Nonprofits provide services based on social missions and often depend on the efforts of full-time employees to meet organizational intent (Knapp et al., 2017). Macy (2006) posited that many individuals are drawn to these types of organizations because the work they perform is meaningful and aligns with their belief systems. As with any organization, it is vital for nonprofit organizations not only to attract talent but also to retain talent and ensure they experience job satisfaction. Many factors can disrupt the ability of nonprofit organizations to retain top talent. Scarce financial resources can limit compensation, fringe benefits, and opportunities for advancement (J. M. Johnson & Ng, 2016; Knapp et al., 2017) within nonprofit organizations. Nonprofit organizations must also deal with baby boomers exiting the workforce due to retirement (J. L. Johnson, 2009). As with for-profit organizations, the recruitment and retention of skilled workers in nonprofit organizations are vital to the overall success of the organization.

### **Job Satisfaction**

Job satisfaction is an individual's feeling of gratification in the workplace that coincides with their perception that their expectations are being met (Knapp et al., 2017).

The job satisfaction of employees is contingent upon many different factors, including the following job characteristics identified by Hackman and Oldham (1975): “skill variety, task identity, task significance, autonomy, and feedback,” as quoted by Knapp et al. (p. 654). Gözükara and Çolakoğlu (2015) have suggested that job satisfaction is measured by the positive and negative emotions a person experiences about their job. The literature suggests organizations can benefit tremendously when their employees feel supported, resulting in enhanced organizational commitment (Tnay, Othman, Siang, & Lim, 2013). Wilczynka, Batorski, and Sellens (2016) posited that an employee’s job satisfaction has a correlation with their life satisfaction and can affect performance and organizational commitment, as reported in Sharma (2017), and it can function as a determinant of how long an employee will remain with an organization.

When job characteristics do not align with the expectations of employees, organizations are at risk of employee job dissatisfaction. An employee’s experience of job dissatisfaction or a lack of contentment with their job can lead to increased absenteeism, subpar performance (Saha & Kumar, 2018), and resignation or voluntary turnover (Demirtas & Akdogan, 2014). The attitudes and behaviors of employees are also affected by job dissatisfaction. Given the implications for organizations of job satisfaction and dissatisfaction, organizational leaders have a responsibility to meet their employees’ expectations; which can significantly impact performance and the achievement of corporate objectives.

Due to resource limitations and competitor recruitment efforts, nonprofit organizations must focus on promoting creative ways to enhance job satisfaction to retain

top talent (Stater & Stater, 2019). According to Kang et al. (2015), intrinsic job satisfaction, which includes factors such as job autonomy and the type of work performed, usually motivates individuals to accept employment at nonprofit organizations, more so than extrinsic motivators, which include compensation, benefits, and job security. The focus of nonprofit organizations on social causes draws employees to the mission of the organization and creates better alignment between the values of the employees and the organization. In addition, job satisfaction is enhanced and promoted through strong bonds built between employees and managers, which results in reduced turnover intentions (Kim & Lee, 2007). Therefore, according to Stater and Stater, organizations need to develop supportive supervisors who demonstrate concern for the wellbeing of employees and create an environment that promotes positive, helpful relationships among coworkers.

Job satisfaction has been the subject of extensive research, but recent studies tended to focus on generational affiliation or age. For example, in their cross-sectional survey involving 114 Ghanaian teachers, Addai et al. (2018) demonstrated that job satisfaction was negatively correlated with their turnover intentions. Similarly, Kaifi, Nafei, Khanfar, and Kaifi (2012), identified age as an essential factor in determining job satisfaction. More recently, Beutell (2013) reported significant age-dependent differences in the role of work-family conflict in employees' job satisfaction. The findings yielded by these and other studies provide evidence that organizational leaders need to ensure that standard operating procedures and policies reflect their workforce composition and are conducive to increasing job satisfaction (Abate, 2016).

## **Organizational Justice**

Organizational justice is employees' belief or perception of fairness or unfairness of organizational policies and procedures as well as that of corporate leaders' conduct (Vaamonde, Omar & Salessi, 2018). Thus, given its importance, many researchers have examined the role of organizational justice in organizations' ability to recruit and retain top talent. Earlier studies tended to focus on distributive and procedural justice, even though interactional justices (Ambrose & Schminke, 2009; Culiberg & Mihelič, 2016), as well as informational justice have been found important for organizational performance (Colquitt et al., 2013; Park et al., 2016). In this context, distributive justice reflects the perceived organizational fairness in the distribution of a variety of outcomes (Ali & Bukhari, 2017), such as promotions (Laing, 2019; Suifan, Diab, & Abdallah, 2017), as well as pay, benefits, and other monetary or non-monetary deliverables (H. K. Mensah, Asiamah, & Mireku, 2016; Suifan et al., 2017). On the other hand, procedural justice pertains to individual beliefs regarding fairness of organizational policies and procedures (Colquitt et al., 2013; Laing, 2019; Rastgar & Pourebrahimi, 2013). Interactional justice refers to the fairness employees experience during decision-making (Wang et al., 2010) and focuses on "treating subordinates with honesty, justification, propriety and respect" (Suifan et al., 2017, p. 1138). Finally, informational justice is achieved when employers are believed to provide their staff with clear, concise direction and openly communicate when providing explanations (Suifan et al., 2017).

Researchers have examined the effects of organizational justice on employee attitudes and behaviors over the years (Suifan et al., 2017), including job satisfaction and

turnover intentions, two focal points of this research study. Choi, Moon, Ko, and Kim (2014) reported that past research has provided supportive evidence that significant relationships exist between organizational justice and employee attitudes. Given the results of prior research, corporate leaders should emphasize having organizational justice measures in place, and ensure that employees see the organization as fair to enhance employee output and effectiveness and to reduce turnover intentions. H. K. Mensah et al. (2016) explained the negative relationship with management that exists when employees perceive the workplace as unfair, which is an added reason for organizational leaders to foster a climate of fairness.

Past researchers have identified a positive relationship between organizational justice and job satisfaction. As previously mentioned, there is a positive relationship between job satisfaction and turnover intentions, meaning the more an employee experiences job satisfaction, the less likely is their intent to leave the organization. Studies conducted by researchers in the United States and abroad, such as Suliman (2007), have concluded that the more an employee trusts their employer due to perceived organizational justice, the more job satisfaction they will experience (Suifan et al., 2017). Nadiri and Tanova (2010) identified more than 1,500 studies concerning turnover intentions, and Farooq and Farooq (2014) explained that a lack of trust in an organization could cause an individual to depart. They noted that high turnover in an organization is closely related to perceived injustice, as reported by Laing (2019). Farooq and Farooq also determined that when organizations utilize fair practices, as observed by their employees, it can reduce expenses and thwart turnover intentions.

## **Overall Justice**

Overall justice, according to Lind (2001), allows an individual to evaluate the fairness of an organization in its entirety based on individual experiences. Colquitt and Shaw (2005) focused more on generalized statements about fairness. Overall justice can be seen as occurring in four different types: *distributive*, *procedural*, *interactional*, and *informational*. According to Ambrose and Schminke (2009), although some studies warrant the examination of individual justices, because the different types of justice affect overall justice, it is crucial to understand how overall justice affects outcomes. Studies conducted by both Greenberg (2001) and Shapiro (2001) concluded that overall justice is more closely related to outcomes. Colquitt and Shaw explained the importance of utilizing overall justice when analyzing employee attitudes and behaviors, consisting of commitment and performance (Ambrose and Schminke, 2009). The concept of overall justice allows an individual to evaluate the fairness of an organization in its entirety based on individual experiences (Lind, 2001).

## **Employee Turnover Intentions**

Employee turnover intentions have been heavily researched in recent years, not only because organizational leaders have attempted to understand what causes an employee to leave an organization, but also because turnover intentions are a predictor of actual turnover (Chang, Wang, & Huang, 2013; Tett & Meyer, 1993). Turnover intentions are defined as an employee's plan or willingness to depart from the organization (Allisey, Noblet, Lamontagne, & Houdmont, 2014; Chang et al., 2013; Vaamonde, Omar, & Salessi, 2018) and are an expensive problem for organizational

leaders. Turnover intentions pose a challenge to leaders even if an employee does not leave the organization, considering the reduced employee productivity and effectiveness as well as other detrimental employee behaviors (Ferreira, Martinez, Lamelas, & Rodrigues, 2017; Vaamonde, Omar, & Salessi, 2018). Identifying causes of turnover intentions can help organizations develop measures to counter turnover intentions, reduce costs associated with eventual turnover, and retain top talent while maintaining a competitive edge (Chang et al.).

Many studies have investigated whether pay is the most critical predictor of employee turnover intentions and often actual turnover. Compensation is an indicator of how much an organization is willing to invest in its employees, the belief of its leaders in the worth of an employee, and its eagerness to invest in keeping top talent (Jain & Bhatt, 2015; Panaccio, Vandenberghe, & Ayed, 2014; Parker, 2018). Research conducted by Gupta and Shaw (2014) identified pay as one of the most significant contributors to employees' satisfaction and their intentions to leave an organization. Treuren and Frankish (2014) presented findings closely aligned with those of Gupta and Shaw, identifying a significant negative relationship between pay dissatisfaction expressed by an employee and their turnover intentions, as reported by Parker (2018). In general, researchers have found that pay is a strong predictor of turnover intentions.

Recent studies have presented findings that weak career advancement outlook (Biswakarma, 2016; Chan, Mai, Kuok, & Kong, 2016), absence or presence of professional development (Keating & Heslin, 2015), and a lack of organizational support (Ng & Feldman, 2014) affect job satisfaction. The lower the job satisfaction, the higher



the turnover intentions. Organizational leaders must take note of the different experiences employees have that lead to turnover intentions.

Turnover in nonprofit organizations affects the bottom line due to the hidden costs associated with actual turnover. These include administrative costs (Kang, Huh, Cho, & Auh, 2015), recruitment, the loss of organizational knowledge, reduced productivity, training and onboarding new personnel, and the actual cost of separation (Dysvik & Kuvaas, 2013). Understanding the effects of turnover is vital, as turnover intentions are often a predictor of actual turnover. Salamon and Geller (2007), in their study of 277 nonprofit organizations, reported that more than 80% of the organizations considered the recruitment of new employees a daunting task due to costs and the time needed to acquire new talent. According to Selden and Sowa (2015), not much research is available that identifies a metric for the cost of turnover in nonprofit organizations; however, the following article extract (Hamilton, 2010) provides a general representation of the costs associated with turnover:

The financial costs of the private sector employee who leaves can generally run from 50 percent to 200 percent of the employee's annual salary, depending on the individual's role, seniority, specialization, performance level, and training received while on the job (Partnership for Public Service and Booz Allen. (p. 1)

A study conducted by Son, Park, Son, and Kim (2015) revealed that social workers in nonprofit organizations in Korea expressed 63.5% turnover intentions, as opposed to 43.2% turnover intentions in the same industry in the United States. Choi, Son, and Shin (2015) posited that low salary, high workload, and poor communication

were among the significant factors contributing to turnover intentions in Korean nonprofit organizations (as cited in Cho & Song, 2017). Cho and Song's study utilizing 242 social workers in Korea found that turnover intentions were negatively associated with organizational trust. A study conducted by Ertas (2015) concluded that job satisfaction, along with compensation, the ability to be innovative, opportunities for growth, and work environment, helps reduce turnover intentions of employees.

### **Turnover Intentions and Generational Cohorts**

Many stereotypes exist in the literature about generational cohorts (Becton, Walker, & Jones-Farmer, 2014). Members of older generations, especially baby boomers, are considered more committed to an organization and less likely to exhibit turnover intentions than Generation Xers and millennials (J. M. Johnson & Ng, 2016). Researchers have found that employees from younger generations considered advancement opportunities and the ability to cross-train or transfer within the organization as critical components to job satisfaction (Tschopp, Grote, & Gerber, 2013), factors that can impact turnover intentions. Becton et al. further reported, in their study of more than 8,100 participants from two different hospitals in the southeastern United States, that baby boomers exhibited fewer job mobility behaviors. Although the findings of Lyons and Kuron (2013) supported those of Tschopp et al. (2013) and Becton et al., their findings indicated that older generations are also interested in seeking diverse career opportunities (as cited in Parker, 2018). Becton et al. stated that it is important to understand job mobility because of its correlation with future turnover, as noted in previous studies. The

current study contributes to the literature on generational differences in turnover intentions.

### **Summary and Conclusions**

In this chapter, I have identified the search strategy used to complete the literature review, including the various electronic databases and the keywords used to perform the search. I also provided an in-depth analysis of the existing literature, included detailed information about the theoretical foundation of the study, and explained why I selected P-O fit for this research. Finally, this chapter offered an in-depth analysis of the literature utilizing the constructs chosen for the current study.

Turnover is costly in any organization, and for nonprofit organizations, it presents an even more significant challenge, considering that nonprofit organizations do not usually have the same depth of resources as for-profit organizations (Knapp et al., 2017). Leaders of nonprofit organizations must understand the dynamics of multigenerational organizations and identify how predictors such as job satisfaction and organizational justice perception influence turnover intentions. Previous research supports the position that individuals who experience job satisfaction exhibit more organizational commitment (Sharma, 2017; Tnay, Othman, Siong, & Lim, 2013; Wilczynka, Batorski, & Sellens, 2016). Dissatisfied employees are more likely to voluntarily leave their jobs (Demirtas & Akdogan, 2014; Saha & Kumar, 2018). Research has indicated that organizational justice is a crucial predictor that can affect job satisfaction and turnover intentions (Suifan et al., 2017; Suliman, 2007). When employees perceive their organization as fair, there are reduced turnover intentions (Farooq & Farooq, 2014).

Within the multigenerational workforce, where the millennial generational cohort currently represents more than one-third of the employees (Fry, 2018), organizational leaders must identify the most effective methods to retain top talent. Generational studies in the past have yielded results indicating millennials are likely to exhibit more intention to leave an organization, and do so more quickly, than nonmillennials (Becton et al., 2014).

In Chapter 3, I explain my research method. Chapter 3 also includes my rationale for selecting the design, the methodology, and my data collection tools and techniques. The chapter concludes with a discussion of ethical research and my role as the researcher.

### Chapter 3: Research Method

Understanding whether there is a significant difference in turnover intentions between the different generational cohorts and whether different factors influence turnover intentions in nonmillennials and millennials may help leaders execute targeted approaches to minimize voluntary employee turnover. This chapter includes a description of the purpose of the research and my role as the researcher. This chapter also includes an in-depth review of the study and a description of the research design and rationale, along with the chosen methodology. Additional topics in this chapter include the population, sampling and sampling procedures, recruitment, data collection procedures, instrumentation, data analysis plan, threats to reliability and validity, and ethical procedures.

#### **Research Design and Rationale**

I investigated whether there were differences in turnover intentions between nonmillennials and millennials in nonprofit organizations. I also examined whether job satisfaction and organizational justice perception influence turnover intentions in nonmillennials and millennials in nonprofit organizations. The theoretical foundation for this study was P-O fit theory as introduced by Chatman (1989) after revising Schneider's (1987) attraction-selection-attrition framework to focus more on how employees' attitudes and actions affect the workplace. The predictor variables consisted of generational cohorts as measured by the birth year of each participant. The independent variables were baby boomers, Generation Xers, nonmillennials, millennials,

organizational justice perception, and job satisfaction. The dependent variable was turnover intentions.

There are three types of research methods for researchers to choose from to guide their research, which include quantitative, qualitative, and mixed-methods approaches. The researcher must evaluate the different designs and determine which one aligns with the worldview assumptions of the researcher and is suitable to answer the research question (Creswell, 2014). I selected a quantitative, cross-sectional survey design to address the research questions and hypotheses. This type of design allows the researcher to determine statistical significance and has been used in numerous studies to examine the relationships between variables (Tarhan & Yilmaz, 2014). Based on the type of data that I examined and the desire to study the relationship among variables, the cross-sectional survey design was better suited for this research than a longitudinal survey design (see Antwi & Hamza, 2015).

The quantitative cross-sectional survey design allowed me to perform the research promptly, allowed me to recruit a larger sample of participants, and helped reduce the overall costs of conducting the research. Previous researchers addressing turnover intentions and generational differences (Rani & Samuel, 2016) utilized a quantitative cross-sectional survey approach. The statistical data that were collected and analyzed may contribute to the creation of new knowledge in the field.

Additional methods researchers have used to examine turnover intentions and the differences in generational cohorts included qualitative and mixed methods. Researchers have used the qualitative approach to gain a better understanding of how individuals feel

about a phenomenon. Qualitative researchers use interviews and open-ended questions to solicit responses from participants and focus on individual interpretations (Creswell, 2014). There are numerous strategies or designs qualitative researchers can use for data collection, and information gathered is often grouped into themes to gain a better understanding of the information, which can lead to subjectivity, unlike the quantitative method. Although the qualitative approach is suitable for this type of research, a quantitative approach allowed me to use inferential statistics to generalize the findings to a larger population (see Rittichainuwat & Rattanaphinanchai, 2015). The mixed-methods approach combines elements from quantitative and qualitative methods for data collection (H. Chu, 2015) and can be time-consuming. The current study required only deductive methods, so the mixed-methods approach was not suitable. I determined the quantitative method would be best for this study.

### **Methodology**

This section contains a detailed description of information that could be useful in duplicating this study, including the sample population; sampling procedures; procedures for recruitment, participation, and data collection; instrumentation, and the data analysis plan for this study.

#### **Population**

The target population for this study consisted of employees in nonprofit organizations in the United States. Employees represented the following generational cohorts currently represented in the workforce: baby boomers, Generation Xers, and millennials. Participants ranged in age from 19 to 73 years old. I assigned participants to

one of the generational cohorts based on their age. The population included male and female workers working in nonprofit organizations. Women make up roughly 73% of the nonprofit workforce, and men make up the other 27% (Patz, 2018), so it was essential to represent males and females in this study adequately.

### **Sampling and Sampling Procedures**

Etikan, Musa, and Alkassim (2016) described probability sampling as an equal opportunity for anyone in the population to be selected to participate in a study. Although probability sampling provides a more accurate depiction of the targeted population (Tyrer & Heyman, 2016), convenience sampling enables the researcher to collect data from participants who are available or easily accessible (Etikan et al., 2016). In the current study, I used convenience sampling to minimize costs and reduce the amount of time needed to obtain responses (see Etikan et al., 2016) to fulfill research requirements.

It is imperative to select the appropriate sample size, so many researchers conduct a statistical power analysis (Beck, 2013). Heide (2016) identified the importance of statistical power and deemed it “the chance that researchers will achieve a significant  $p$ -value” (p. 1). I used a priori power analysis to determine the appropriate sample size. I discovered the minimum sample size required to test the first three null and alternative hypothesis was 134 participants by using the two-tailed  $t$  test in G\*Power 3.1.9.2 software, a statistical program that has been used for social and behavioral research (see Faul, Erdfelder, Buchner, & Lang, 2009). Assuming a medium effect size ( $f = .3$ ),  $\alpha = .05$ , and a power of 0.95, I determined the minimum sample size should be 134 participants. I also determined that the minimum sample size required for the fourth, fifth,



sixth, and seventh research questions ranged from 74 to 110 participants. I selected the linear regression model in G\*Power 3.1.9.2 to determine the range for the minimum sample size. Based on the G\*Power model with four predictor variables, a medium effect size ( $f = 0.15$ ), and  $\alpha = .05$ , I determined the minimum sample size of 74 participants would yield a power of 0.95. By assuming a small effect ( $f = 0.1$ ) and a power of 0.95, the required sample size increased to 110 participants. Previous researchers examining job satisfaction and turnover intentions used  $\alpha = 0.05$ , medium effect size, and a power level of 0.95 (Bryant, 2017; Buttigieg & West, 2013; Larkin-Perkins, 2017).

I set a type I error, defined as the probability a researcher rejects a null hypothesis that should have been accepted (see Sartor & Halabi, 2015), at the level of  $\alpha = 0.05$  to yield a 95% confidence level. The type II error, defined as failing to reject a false null hypothesis, was set to  $\beta = 0.05$ . Realizing the need to reduce the likelihood of type I and type II errors, I used a power of 0.95, a medium effect size ( $f = 0.3$ ) for  $t$  tests and a small effect size ( $f = 0.15$ ) for linear regression, and  $\alpha = 0.05$ , which resulted in a minimum sample size of 134.

### **Procedures for Recruitment, Participation, and Data Collection**

Study participants were selected based on availability and willingness to participate in the study using the SurveyMonkey Audience and recruitment tool through social media outlets including LinkedIn, Twitter, and Facebook to meet the sample size requirements. The recruitment process was specific and designed to attract employees of nonprofit organizations. Demographic information such as age, gender, and ethnicity was

collected to establish a clear understanding of participants and to represent the generational cohorts accurately.

Participants did not receive incentives for participating and voluntarily responded. Each participant received informed consent through SurveyMonkey. I included appropriate language so participants would understand expectations and their rights as participants, including the right to exit the study at any time (see Knepp, 2014). Because participants participated in online surveys, they were able to exit the survey by closing their internet browsers. Any incomplete information collected from participants who exited early from the survey was discarded and not used in the study. Once participants completed the survey, each participant had the option to have their data included or excluded from the study. Participants did not need to return to the survey for any reason. They had the ability to opt in to receive a debrief on the study.

### **Instrumentation and Operationalization of Constructs**

I used the following survey instruments to measure the variables in this study: (a) Ambrose and Schminke's (2009) six-item POJ scale to measure organizational justice perception, (b) Weiss et al.'s (1967) 20-item MSQ short form to measure job satisfaction, and (c) and Mobley et al.'s (1978) three-item Intent to Stay Scale to measure the dependent variable turnover intentions. Each of the four survey instruments selected for this study had been used in previous research and had established reliability and validity. Bonett and Wright (2015) identified Cronbach's alpha as important for measuring reliability in social and organizational sciences. Taber (2017) posited that Cronbach's

alpha was essential to research but often underexplained, so I provided detailed information regarding Cronbach's coefficient alphas.

The POJ scale includes a 7-point Likert scale with scores ranging from 1 (strongly disagree) to 7 (strongly agree) and has a Cronbach's alpha of .93. Ambrose and Schminke (2009) noted the higher the rating, the greater the perception of fairness. The range of possible scores for an individual who answered all questions was 6 to 42. Ambrose and Schminke developed the POJ scale after carefully analyzing the work of Lind (2001) and Colquitt and Shaw (2005) on effectively measuring overall justice.

I used all six-items from the POJ scale. The scale consists of two components composed of three-items each to assess the individual's personal justice experiences and the general fairness of the organization. The three items used to evaluate the individual's justice experiences were "Overall, I am treated fairly by my organization" (POJ1); "In general, I can count on this organization to be fair" (POJ3); "In general, the treatment I receive around here is fair" (POJ4). The three items to assess the fairness of the organization were "Usually, the way things work in this organization are not fair (POJ2, reverse scored); "For the most part, this organization treats its employees fairly" (POJ5); "Most of the people who work here would say they are often treated unfairly" (POJ6, reverse scored) (Ambrose & Schminke, 2009, p.493). I calculated the value for the POJ scale by taking the sum of the responses for all six items. I excluded data from participants who failed to answer all six questions.

I measured the predictor variable job satisfaction using the MSQ short form developed by Weiss et al. in 1967. This scale is used to measure how satisfied an

employee was with their job. Researchers have employed this scale for many years in research across the world (Abugre, 2014). Because I used the scale for educational research purposes, I did not need to contact the authors. Given the extensive and effective use of the MSQ scale to measure job satisfaction in previous research, its use in this study added validity and reliability to the findings.

The MSQ short form includes a Likert scale scoring method with ratings of 1 to 5. A score of 1 represents an individual who is not satisfied, and a score of 5 represents an individual who is extremely satisfied. This 20-item scale has a maximum total score of 100 points; the closer the score to 100, the more job satisfaction an employee has. The MSQ scale is used to measure intrinsic and extrinsic factors. The intrinsic factors are the willingness of an individual to perform a job task because the outcomes align with their beliefs, which can include elements such as creativity, recognition, advancement opportunities, work engagement, and job autonomy (Kuvaas, Buch, Weibel, Dysvik, & Nerstad, 2017). According to Kuvaas et al. (2017), extrinsic factors, which consist of the external factors that drive an individual to complete a job task, include incentives and possible punishment. Some extrinsic factors include pay and compensation, policies and regulations, social status, company culture and working conditions, supervision, and coworkers.

Gundogdu, Serdar, Yucel, Kucuk, and Karatas (2012); Abugre (2014); and Sigrist (2012) found the MSQ very reliable, and researchers have identified the MSQ short form as highly reliable with Cronbach's alpha coefficients ranging from .87 to .92 (Martins & Proenca, 2012; Saner & Eyupoglu, 2015). Based on the literature, the MSQ is a valid and

reliable instrument for measuring a participant's job satisfaction (Purohit, Yadav, & Goyal, 2016).

Turnover intentions were measured using Mobley et al.'s (1978) three-item Intent to Stay Scale. The three items are composed of questions about how an employee feels about the organization. The responses were rated utilizing a Likert scale with ratings from 1 (strongly disagree) to 5 (strongly agree). The value of the three items is the total score, which ranges from 3 to 15. Questions about the organization were "I often think of leaving the organization;" "I intend to look for a new job within the next year;" and "If I could choose again, I would not work for this organization." Based on the scoring for this scale, the higher the score, the greater the turnover intentions. If a participant failed to answer any question, that respondent's data were not included in the study.

Researchers used this scale and similarly structured measures (Azanza, Moriano, Molero, & Mangin, 2015; Michaels & Spector, 1982) derived from the definition of turnover intentions posited by Mobley, Griffeth, Hand, and Meglino (1979). This scale was easy to use, and participants were able to respond to the three items quickly. Although the scale was simple to complete and did not contain numerous questions, the scale reliability had a Cronbach's alpha of .94 for the three items (see Cohen, 1999), which was acceptable.

### **Data Analysis Plan**

As stated in Chapter 1, the research questions for this study were as follows:

RQ1: Are there significant differences in turnover intentions between baby boomers and millennials in nonprofit organizations?

RQ2: Are there significant differences in turnover intentions between Generation Xers and millennials in nonprofit organizations?

RQ3: Are there significant differences in turnover intentions between nonmillennials and millennials in nonprofit organizations?

RQ4: Do job satisfaction and organizational justice perception influence turnover intentions in baby boomers in nonprofit organizations?

RQ5: Do job satisfaction and organizational justice perception influence turnover intentions in Generation Xers in nonprofit organizations?

RQ6: Do job satisfaction and organizational justice perception influence turnover intentions in millennials in nonprofit organizations?

RQ7: Do job satisfaction and organizational justice perception influence turnover intentions in nonmillennials in nonprofit organizations?

Concerning the seven research questions, the seven pairs of null and alternative hypotheses for this study were as follows:

- $H_01$ : There is no statistically significant difference in the means of turnover intentions between baby boomers and millennials.
- $H_a1$ : There is a statistically significant difference in the means of turnover intentions between baby boomers and millennials.
- $H_02$ : There is no statistically significant difference in the means of turnover intentions between Generation Xers and millennials.
- $H_a2$ : There is a statistically significant difference in the means of turnover intentions between Generation Xers and millennials.

- $H_{03}$ : There is no statistically significant difference in turnover intentions between nonmillennials and millennials in nonprofit organizations. There is no statistically significant difference in the means of turnover intentions between nonmillennials and millennials.
- $H_{a3}$ : There is a statistically significant difference in the means of turnover intentions between nonmillennials and millennials in nonprofit organizations.
- $H_{04}$ : Job satisfaction and organizational justice perception have no statistically significant influence on turnover intentions of baby boomers in nonprofit organizations.
- $H_{a4}$ : Job satisfaction and/or organizational justice perception has a statistically significant influence on turnover intentions of baby boomers in nonprofit organizations.
- $H_{05}$ : Job satisfaction and organizational justice perception have no statistically significant influence on turnover intentions of Generation Xers in nonprofit organizations.
- $H_{a5}$ : Job satisfaction and/or organizational justice perception has a statistically significant influence on turnover intentions of Generation Xers in nonprofit organizations.
- $H_{06}$ : Job satisfaction and organizational justice perception have no statistically significant influence on turnover intentions of millennials in nonprofit organizations.

- $H_{a6}$ : Job satisfaction and/or organizational justice perception has a statistically significant influence on turnover intentions of millennials in nonprofit organizations.
- $H_{07}$ : Job satisfaction and organizational justice perception have no statistically significant influence on turnover intentions of nonmillennials in nonprofit organizations.
- $H_{a7}$ : Job satisfaction and/or organizational justice perception has a statistically significant influence on turnover intentions of nonmillennials in nonprofit organizations.

As a researcher, it was my responsibility to select the most appropriate data analysis technique to effectively answer my research questions and ensure relevant data were collected. In this study, the relationships between the selected predictor variables and dependent variables required investigation (Chen, Li, Wu, & Liang, 2014). According to Jeon (2015), regression analysis is a statistical method that allows researchers to adequately examine the relationship between the predictor and dependent variables (p. 1634). Jeon stated that social science researchers frequently use multiple regression analysis to analyze numerous predictor variables. I used multiple predictor variables, which included the following: baby boomers, Generation Xers, nonmillennials, millennials, organizational justice perception, and job satisfaction. Based on the nature of this study, I determined that the multiple linear regression analysis technique was more suitable for this research than a simple linear regression or other statistical analysis tools (Anghelache, Manole, & Anghel, 2015; Green & Salkind, 2013).



Inferential statistical tools were used to test the hypotheses. To test Hypotheses 1, 2, and 3, I used an independent samples *t* test. Tabachnick and Fidell (2013) noted that researchers use *t* tests when they are interested in testing the differences between two means. According to Green and Salkind (2013), the following assumptions should be made while using an independent samples *t* test: The population is normally distributed, samples are random, and there is a homogeneity of variance. The *t* tests allowed me to determine whether significant differences exist between the turnover intentions of nonmillennials (for this study, baby boomers and Generation Xers) and millennials.

Multiple linear regression analysis models were used to perform hypothesis tests for the fourth, fifth, sixth, and seventh hypotheses. Multiple linear regression analysis allowed me to analyze how job satisfaction and organizational justice perception affect turnover intentions of baby boomers, Generation Xers, nonmillennials (baby boomers and Generation Xers), and millennials. According to Ude (2015) and Ray (2015), benefits of multiple regression analysis include (a) determination of significance in the relationship between variables, (b) help in determination of the overall strength the variables have on the relationship, and (c) provision of evidence on how variables can forecast results. Alhamide, Ibrahim, and Alodat (2016) stated that multiple linear regression analysis is frequently used by researchers in social sciences and is a useful technique, which is why I selected this technique to conduct hypothesis tests for the fourth, fifth, sixth, and seventh hypotheses. I calculated standard deviations and means for turnover intention, job satisfaction, and organizational justice perception.

When performing multiple linear regression analyses, certain assumptions are inevitable. Thus, it is essential to check for multicollinearity, normality, linearity, and homoscedasticity (Bryant, 2017; Williams, Grajales, & Kurkiewicz, 2013).

Multicollinearity exists when the variables included in multiple regression analyses are strongly correlated (Voyer & Voyer, 2015), and failing to account for this assumption could lead to unreliable results and high standard errors (Enaami, Mohammed, & Ghana, 2013). Its presence is usually established by calculating Pearson's correlation coefficient between variables (Barker & Shaw, 2015; Dunn, Martello, Yordanov, Emmott, & Smith, 2014). Thus, this approach was taken in the current study. I also tested for data normality, using histograms and probability plots (Hora & Klassen, 2013; Williams, Grajales, & Kurkiewicz, 2013) considering the sample size, given that small sample sizes could lead to the violation of the assumption of normality (Ude, 2015). I also used scatterplots to test for linearity (see Savescu, 2015), which occurs when the predictor and dependent variables are closely aligned (Skelton, 2017). Moreover, I conducted the Levene's test to check for homoscedasticity to determine if residual values for the dependent variables were almost equivalent (Best & Wolf, 2014). For this purpose, I visually inspected the scatterplots.

Other statistical analysis methods including 1-way and 2-way analysis of variance (ANOVA) and the chi-squared  $t$  test of independence were also considered but were found inappropriate for the current study due to their limitations. For example, 1-way and 2-way ANOVA is typically adopted in academic research to examine the relationships between two or more samples (Kim, 2014). However, linear regression approach

provided more flexibility and allowed me to determine the differences between variables and confidence intervals (Pandis, 2016b). Similarly, even though the chi-squared test of independence can be employed to check for associations between two variables (Gravetter & Wallnau, 2009), it does not provide effect estimates and confidence intervals (Pandis, 2016a). In sum, even though different statistical analysis techniques have their benefits and advantages, only those that provide the best fit for this study were performed.

When conducting analyses, I used the Statistical Package for the Social Sciences (SPSS) version 25 for Windows, as this commercial software is widely used by researchers from different industries across the world (Foley, 2018). This software not only allowed me to analyze and manipulate the survey data, but also facilitated hypothesis testing, thus ensuring that I could make informed decisions and reach appropriate conclusions based on the study findings (Foley, 2018).

To gather and describe the demographics of the sample, I used descriptive statistics. I calculated frequencies and percentages to represent categorical variables, including gender, baby boomer, Generation X, nonmillennial (baby boomer and Generation X combined group), and millennial. The descriptive statistics in this study included frequencies, mean scores, and standard deviations, which allowed me to organize and recap data collected in this research. Obtaining the frequencies and preparing a frequency table allowed me to analyze categorical data and detect any errors associated with the generational cohorts and gender. The Likert scale scores provided insight into the participants' attitudes for each item (Green & Salkind, 2013).

The data collected from the population did not contain information that could jeopardize the participants' confidentiality. I did not use identifiers such as name, home address, email address, or social security number to label data. Participants who volunteered for the study and gave their informed consent did not provide identifying information on their completed surveys, including names or signatures.

I used SurveyMonkey, which had benefits as well as drawbacks. Participants were able to either accidentally or purposely skip questions. Questionnaires with missing data were identified and omitted from the results to prevent any decrease in statistical power or reduce the possibility of biases in predictions, which could ultimately threaten the validity of the study (Kang, 2013). I studied strategies identified by Williams (2015) for handling missing data and dropping subjects, or listwise deletion of missing data, which supported me in my decision to omit those responses from the analysis altogether.

Data quality is essential for researchers to prevent incorrect analysis (Chu, Ilysa, Krishnan, & Wang, 2016). The process can be expensive and lengthy because data analysts are often required to double-check their work and ensure data was correctly input. While using SPSS, I applied a strict and detailed scrutiny of the information that I input. According to Larkins-Perkins (2017), it is also beneficial to double-check the data for missing information. The removal of incorrect information is another method of cleaning data (Kupzyk & Cohen, 2015). I performed a consistency check and treated missing data to ensure it did not significantly affect the outcome of the data analysis.

### **Threats to Validity**

Researchers must ensure the validity or the accuracy of measurements used in the research (Rotenberry & Kass, 2016) and select the appropriate instruments to effectively assess the relationship or lack of relationship between variables (Aravamudhan & Krishnaveni, 2016). The three different threats to validity addressed in this study were external validity, internal validity, and construct validity.

#### **External Validity**

According to Creswell (2014), external validity issues appear when researchers make improper interpretations of the data during their research. Simmons (2015) defined external validity as how effectively the study represents populations not included in the study. A threat to external validity can be overgeneralization in making conclusions based only on the setting of the study's participants from this study. I mitigated that risk by drawing inferences based only on the population that I sampled.

Researchers face additional threats to external validity when they fail to properly analyze the results of self-reported surveys and minimize the potential biases of participants that can lead to responses that do not accurately reflect the individual's actual feelings (Maniaci & Rogge, 2014). Given this possibility, it was necessary to not overanalyze. I carefully made inferences based only on the data collected while accounting for the assumptions that participants' biased responses could have caused errors in the results (Jeong & Jong, 2016).

## **Internal Validity**

Potential threats to internal validity in this study involved its participants and procedures. Some of the common threats involving participants included selection, mortality, and regression. The risks involving the study methods were associated with the instruments used and the statistical conclusion validity (Creswell, 2014). According to Hayes (2015), a causal relationship is a significant contributor to threats to internal validity. Given the nature of this nonexperimental study, showing causation was not required (Bryant, 2017).

However, effectively monitoring and managing participants' data was a vital component to ensuring internal validity. I accounted for mortality, and to mitigate the risk of potential participants discontinuing the study and drastically affecting my research, I recruited a large enough sample size to account for attrition. Maintaining accountability in data collection and monitoring regression were other critical aspects of minimizing the threat to internal validity. According to Creswell (2014), researchers should avoid including participants with extreme scores or characteristics.

Bryant (2017) identified the use of data analysis software such as SPSS as a viable method for avoiding threats to data validity. Risks associated with data validity include incorrectly recording data into the software. As the researcher, I mitigated the threat to data validity by carefully verifying the information input into the system, ensuring that the correct fields were used and that data conformed to established parameters (Ude, 2015).

## **Construct Validity**

Construct validity consists of how well an instrument measures the intended variables (Hamdani, Valcea, & Buckley, 2014; Mensah, R. D., 2014). Construct validity allows the researcher to establish conclusions based on the survey results for the evaluated variables (Heale & Twycross, 2015). As the researcher, I found it essential for the reliability of this study to analyze the construct validity from a logical as well as a theoretical approach. The instruments used in this research have been used in the past by numerous researchers. Given the frequency of use of the different survey instruments, including the Perceived Overall Justice Scale, the MSQ, P-O fit, and Turnover Intention Scale, there is supporting evidence that each scale is valid.

Heale and Twycross (2015) identified the significant components of validity and posited that content validity is essential to a research study because it identifies whether an instrument addresses a variable holistically. In this study, I ensured that all participants answered the same survey questions, which helped prevent scores from being impacted in either direction due to omission or addition of questions.

## **Ethical Procedures**

Researchers must abide by established codes of conduct (Yardley, Watts, Pearson & Richardson, 2014) and must remain ethically sound, demonstrating honesty and respect to all research subjects. I completed the *Doctoral Student Researchers 1 – Basic Course*, a web-based training to meet ethical and moral standards on January 20, 2020, and the certificate number is 35080884.

As the researcher, I performed the role of a data collector and understood the many challenges researchers face throughout the process. A critical role I had was recruiting participants. It was imperative to inform participants of their rights and maintain their confidentiality. I analyzed the data collected and avoided bias while presenting the results from the data collected.

Researchers must maintain data integrity and credibility to ensure their research complies with ethical considerations and delivers reliable results. I have a clear understanding of the ethical need for the protection of participants. As a student at Walden University, it was essential to follow not only the established code of conduct but also obtain permission to complete the proposed research from the Walden University Institutional Review Board (IRB). Once I received the required authorization, I started recruiting participants from each generational cohort through online forums, including LinkedIn, Facebook, Twitter, the Walden Participant Pool, and SurveyMonkey Audience to complete the online survey. I did not have any direct relationship with any of the participants. I do not work in the nonprofit space, so participants' occupations differed from mine. I also adhered to the standards provided in the Belmont Report (1979) by obtaining informed consent, demonstrating respect for participants regardless of whether they fully participate in the research, and ensuring fairness in the selection of participants.

Participants for this study were provided an informed consent form as the first page of the online survey informing them of their rights, including the voluntary nature of their participation (Grady, 2015). Their informed consent demonstrated their willingness to voluntarily participate, and met the standards of the ethical guidelines. Because the



consent form was part of the online survey, participants were not required to provide a signature. Once I received approval from the IRB, the approval number 04-23-20-0181306, which expires April 22, 2021, was added to the informed consent page to remain completely transparent with participants. Individuals had the right to withdraw from the study at any time and were under no pressure to participate. I identified and omitted all the incomplete responses from the survey.

Documents detailing the ethical conduct of the study, informed consent, and additional evidence of ethical practices were submitted to the Walden University IRB and approved before starting the research. Documents received from participants will remain confidentially stored, and they will be destroyed after 5 years. The names of participants and their places of employment were not collected to help maintain privacy and confidentiality. As discussed by Mahon (2014), I ensured that the IP protocol identification was disabled for the survey, hosted online by SurveyMonkey, to further maintain participant confidentiality.

### **Summary**

The purpose of this quantitative, cross-sectional survey study was to determine the differences in turnover intentions between nonmillennials and millennials in nonprofit organizations and to determine if job satisfaction and organizational justice perception influence turnover intentions in nonmillennials and millennials in nonprofit organizations. For this study, the targeted population consisted of employees who represented different generational cohorts in nonprofit organizations registered in the United States. In this chapter, I provided insight on the research design and rationale; the

methodology, sample, and populations; ways I analyzed data and maintained the validity of the research; and potential threats.

In Chapter 4, I will offer the findings of the research, limitations of the study, recommendations for future research, and a summary of the conclusions of the research.

In Chapter 5, I will describe how the results of my research extend knowledge in the field, and I will provide recommendations for future research.

## Chapter 4: Results

The purpose of this quantitative study was to examine the differences in turnover intentions between nonmillennials and millennials in nonprofit organizations and to examine whether job satisfaction and organizational justice perception influence turnover intentions in nonmillennials and millennials in nonprofit organizations. The dependent variable was turnover intentions. The predictor variables were baby boomers, generation Xers, nonmillennials, millennials, organizational justice perception, and job satisfaction. This chapter includes an explanation of the data collection procedures, data screening process, statistical assumptions relevant to this study, and statistical analyses for the research questions. I conclude this chapter with a summary of the findings.

Seven research questions and corresponding hypotheses guided this study:

RQ1: Are there significant differences in turnover intentions between baby boomers and millennials in nonprofit organizations?

$H_01$ : There is no statistically significant difference in the means of turnover intentions between baby boomers and millennials.

$H_a1$ : There is a statistically significant difference in the means of turnover intentions between baby boomers and millennials.

RQ2: Are there significant differences in turnover intentions between Generation Xers and millennials in nonprofit organizations?

$H_02$ : There is no statistically significant difference in the means of turnover intentions between Generation Xers and millennials.

$H_{a2}$ : There is a statistically significant difference in the means of turnover intentions between Generation Xers and millennials.

RQ3: Are there significant differences in turnover intentions between nonmillennials and millennials in nonprofit organizations?

$H_03$ : There is no statistically significant difference in the means of turnover intentions between nonmillennials and millennials.

$H_{a3}$ : There is a statistically significant difference in the means of turnover intentions between nonmillennials and millennials in nonprofit organizations.

RQ4: Do job satisfaction and organizational justice perception influence turnover intentions in baby boomers in nonprofit organizations?

$H_04$ : Job satisfaction and organizational justice perception have no statistically significant influence on turnover intentions of baby boomers in nonprofit organizations.

$H_{a4}$ : Job satisfaction and/or organizational justice perception has a statistically significant influence on turnover intentions of baby boomers in nonprofit organizations.

RQ5: Do job satisfaction and organizational justice perception influence turnover intentions in Generation Xers in nonprofit organizations?

$H_05$ : Job satisfaction and organizational justice perception have no statistically significant influence on turnover intentions of Generation Xers in nonprofit organizations.

$H_{a5}$ : Job satisfaction and/or organizational justice perception has a statistically significant influence on turnover intentions of Generation Xers in nonprofit organizations.

RQ6: Do job satisfaction and organizational justice perception influence turnover intentions in millennials in nonprofit organizations?

*H<sub>06</sub>*: Job satisfaction and organizational justice perception have no statistically significant influence on turnover intentions of millennials in nonprofit organizations.

*H<sub>a6</sub>*: Job satisfaction and/or organizational justice perception has a statistically significant influence on turnover intentions of millennials in nonprofit organizations.

RQ7: Do job satisfaction and organizational justice perception influence turnover intentions in nonmillennials in nonprofit organizations?

*H<sub>07</sub>*: Job satisfaction and organizational justice perception have no statistically significant influence on turnover intentions of nonmillennials in nonprofit organizations.

*H<sub>a7</sub>*: Job satisfaction and/or organizational justice perception has a statistically significant influence on turnover intentions of nonmillennials in nonprofit organizations.

### **Data Collection**

I collected data for this study by using a cross-sectional survey hosted on the SurveyMonkey platform. My targeted audience for this study was employees of nonprofit organizations ranging from 19 to 73 years old and currently working in the United States. I created a survey on SurveyMonkey consisting of 34 questions. The survey included five demographic questions, three questions on turnover intentions using the Intent to Stay scale, six questions related to perceived overall justice using the POJ scale, and 20 questions related to job satisfaction employing the MSQ. I posted advertisements for the study on LinkedIn, Facebook, Twitter, the Walden Participant Pool site, and SurveyMonkey Audience. Participants who agreed to consent electronically and attested

to currently working in a nonprofit organization in the United States and ranging in age from 19 to 73 years old were able to proceed with filling out the survey.

Data were collected over 10 days from April 22, 2020, to May 1, 2020. During the first 2 days, I received survey responses from 25 participants due to social media advertisements. Over the next 5 days, I received only nine new survey responses. After 7 days, I decided to use SurveyMonkey Audience, and over the final 3 days the survey was available, I received 263 additional participants. I closed the survey once I determined I had collected enough responses.

### **Descriptive Statistics**

I collected a total of 297 surveys via SurveyMonkey. Of the 297 surveys collected, I used 192 survey responses in the analysis. I did not use 105 surveys that did not meet the requirements for inclusion based on responses to eligibility questions and incomplete questionnaires. I screened the data from the remaining 192 participants after I exported the results from SurveyMonkey into SPSS. The total number of participants, 192, represented a 65% completion rate and exceeded the minimum sample size of 134. Table 1 contains the baseline descriptive and demographic characteristics of the research participants.

Table 1

*Descriptive Results: Nonprofit Employees*

Selected demographic	Number of responses	Percentage
<b>Gender</b>		
Male	58	30.2
Female	134	69.8
<b>Generational cohort 1</b>		
Baby boomers (born between 1946 to 1965)	47	24.5
Generation X (born between 1966 to 1980)	44	22.9
Millennials (born between 1981 to 2000)	101	52.6
<b>Generational cohort 2</b>		
Nonmillennials (born between 1946 to 1980)	91	47.4
Millennials (born between 1981 to 2000)	101	52.6

The information provided in Table 1 presented a representative sample of employees working in nonprofit organizations in the United States. Patz (2018) identified that women represent more than 70% of employees in nonprofit organizations, which was consistent with the sample for my study. Fry (2018) reported that millennials represent the largest generational cohort in the U.S. workforce, which was also consistent with my sample. As depicted in Table 1, 52.3% of the participants for this study were millennials.

## Study Results

Using SPSS Version 25, I computed Cronbach's alpha to determine the internal reliability and consistency between the items contained in each of the scales I used in this study. The results of the Cronbach's alpha analysis for perceived overall justice was 0.920. The Cronbach's alpha for job satisfaction using the MSQ was 0.929. I also calculated the Cronbach's alpha for the turnover intentions scale, which was 0.820. Table 2 contains the means and standard deviations of each of the instruments used in the study.

Table 2

### *Descriptive Statistics for Variables*

Variable	<i>N</i>	Min	Max	<i>M</i>	<i>SD</i>
Organizational Justice Perception	192	1.33	7	5.4491	1.34988
Job Satisfaction	192	1.80	5	3.8850	0.64079
Turnover Intentions	192	1	5	2.3040	1.08906

### **Inferential Statistics**

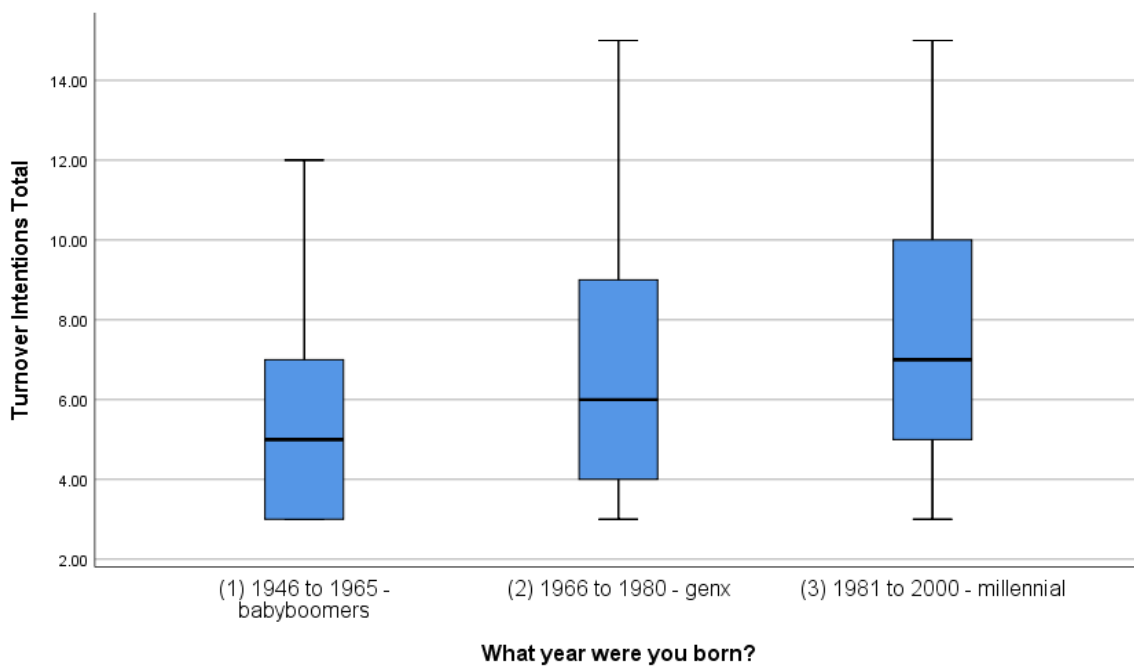
I analyzed data using two types of analyses: an independent samples *t* test and a standard multiple regression. I used the independent samples *t* test to determine whether significant differences existed in turnover intentions between nonmillennials and millennials. Nonmillennials included baby boomers and Generation Xers.

I performed a multiple regression analysis to analyze whether job satisfaction and organizational justice perception affect turnover intentions of baby boomers, Generation Xers, nonmillennials (baby boomers and Generation Xers), and millennials.

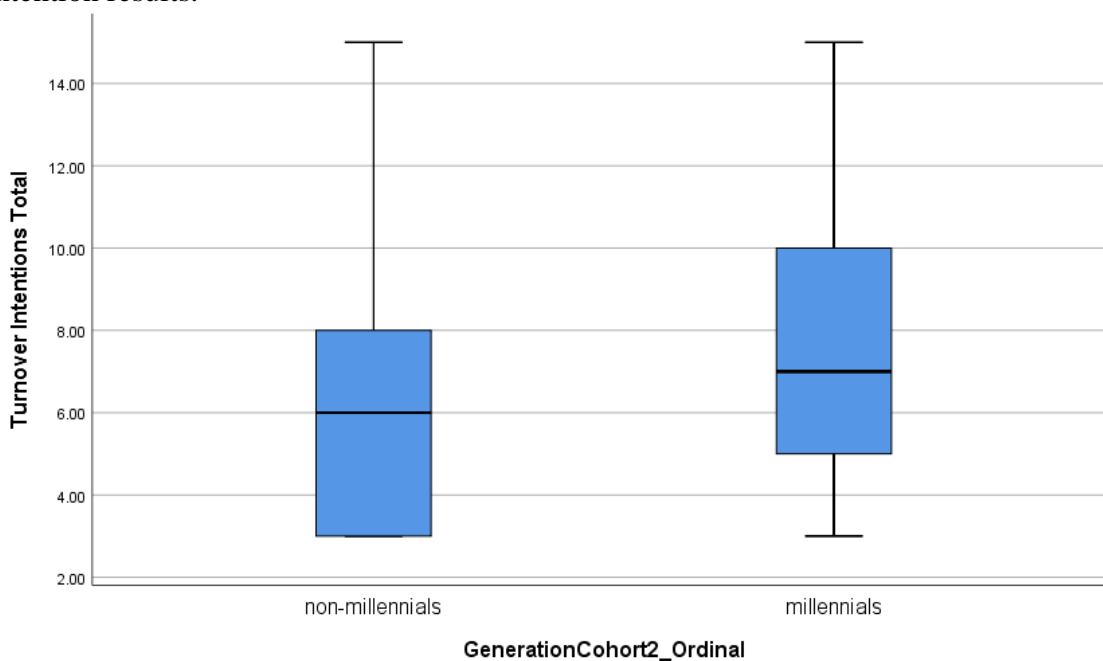


**Independent Sample  $t$  test**

To answer the first three research questions and test null and alternative hypotheses for each research question, I used an independent samples  $t$  test. This section of the chapter contains findings on the differences in means scores of turnover intentions between nonmillennials and millennials. Results are reported on each research question separately. I inspected the boxplots shown in Figure 1 and Figure 2 and found no outliers in the data. The assumption of normality for turnover intentions was met for all group combinations, as assessed by visual inspection of Q-Q Plots represented in Figure 3, Figure 4, Figure 5, and Figure 6.



*Figure 1.* The boxplot for baby boomers, Generation Xers, and millennials' turnover intention results.



*Figure 2.* A boxplot showing nonmillennials' (a combination of baby boomers and Generation Xers) and millennials' turnover intention results.

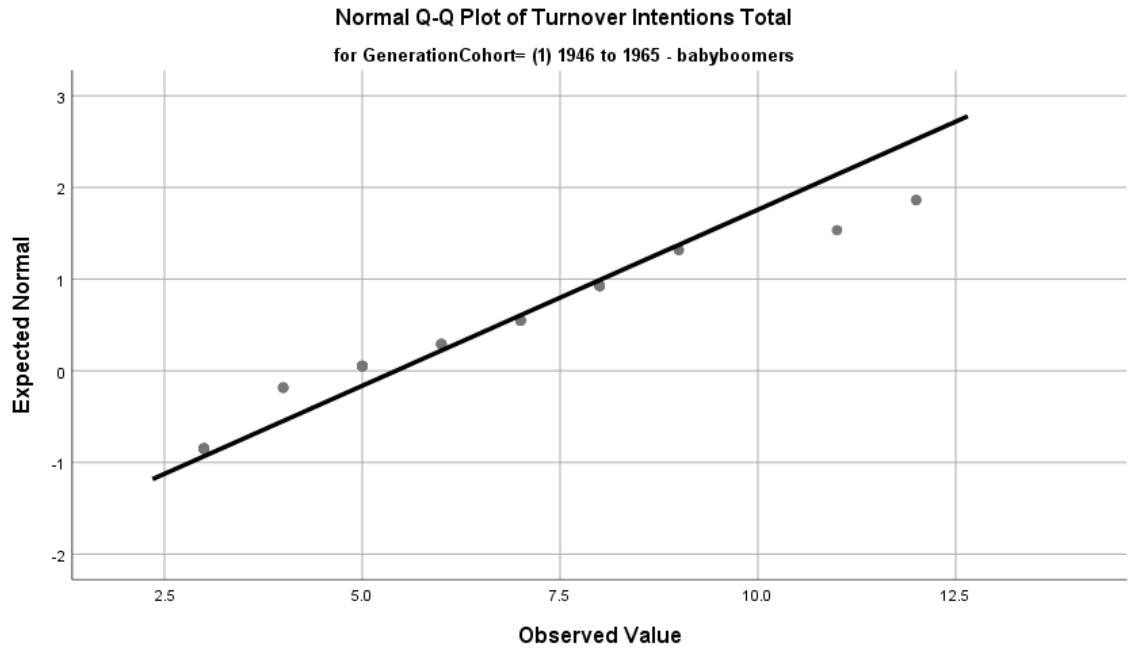


Figure 3. A Q-Q Plot of turnover intentions for baby boomers.

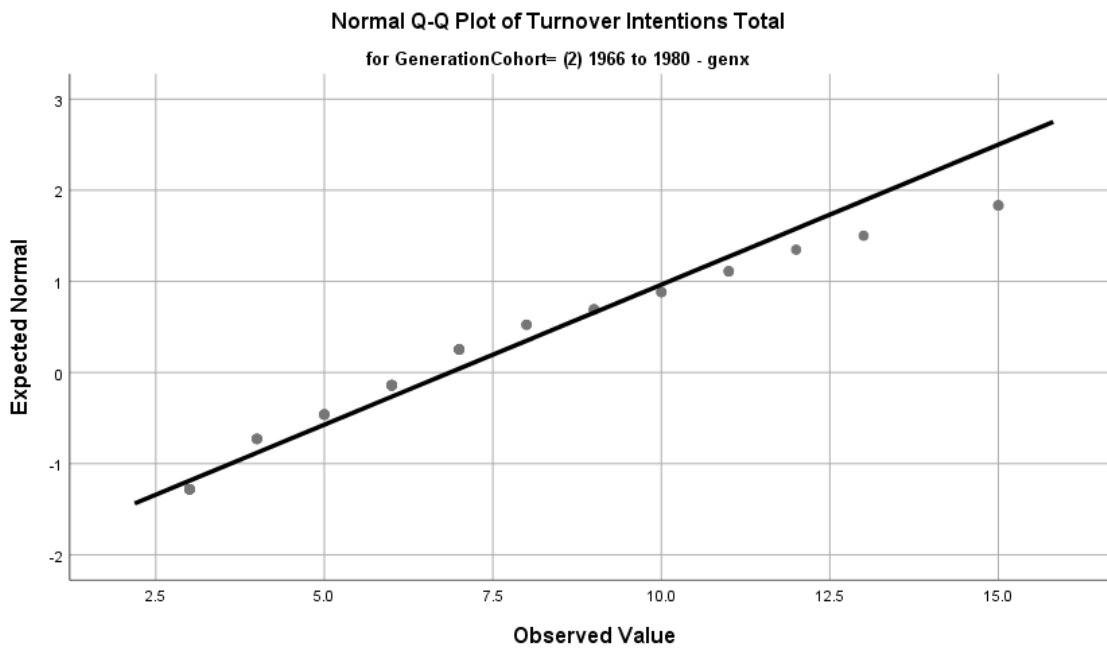


Figure 4. A Q-Q Plot of turnover intentions for Generation Xers.

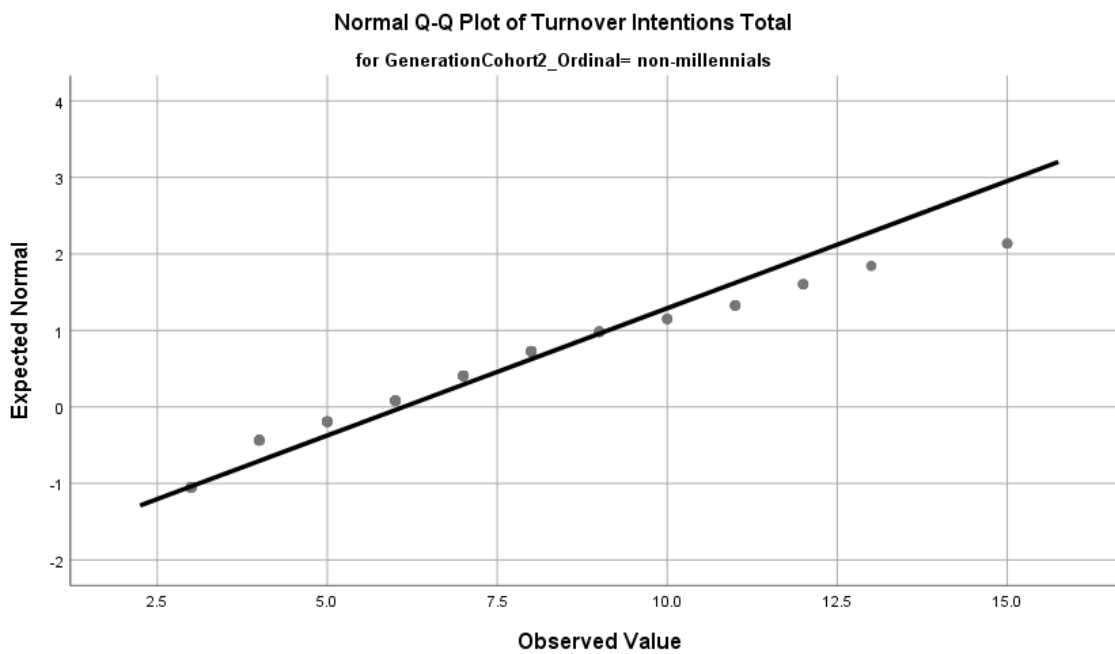


Figure 5. A Q-Q Plot of turnover intentions for nonmillennials.

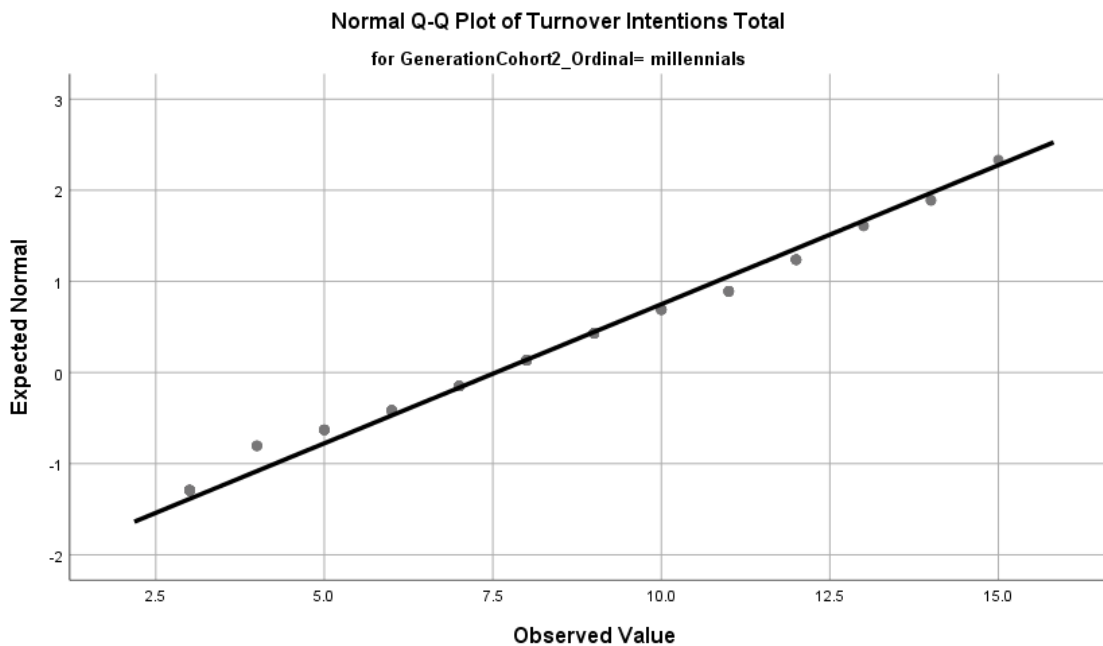


Figure 6. A Q-Q Plot of turnover intentions for millennials.

**RQ 1.** Are there significant differences in turnover intentions between baby boomers and millennials in nonprofit organizations?

To determine whether a statistically significant difference existed in turnover intentions between baby boomers and millennials in nonprofit organizations, I conducted an independent samples *t* test for the difference between the two means. Table 3 contains the group statistics for this independent samples *t* test. I analyzed Levene's Test of Equality of Variances. Because  $p = 0.71$  was greater than 0.05, I determined there was homogeneity of variances.

The baby boomer turnover intentions mean score was 5.4255, the millennials mean score was 7.5446, and the 95% CI for the differences between the two means was [-3.19366 to -1.04439]. The results for this test indicated a statistically significant difference in turnover intentions between baby boomers and millennials,  $t(146) = -2.119$ ,

$p < 0.001$ . As a result of the statistically significant difference in the turnover intention mean scores between baby boomers and millennials, I rejected the research question's null hypothesis. Table 4 contains the results of the independent samples  $t$  test.

Table 3

*Group Statistics: Turnover Intentions in Baby Boomers and Millennials*

What Year Were You Born?	<i>N</i>	Mean	<i>SD</i>	Std. Error Mean
1946 to 1965 – Baby Boomers	47	5.4255	2.60221	0.37957
1981 to 2000 - Millennials	101	7.5446	3.27574	0.32595

Table 4

*Independent Samples t test: Baby Boomers and Millennials*

		Levene's Test for Equality of Variances		<i>t</i> test for Equality of Means						
		F	Sig.	<i>t</i>	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Turnover Intentions Scores	Equal Variances Assumed	3.318	.071	-3.897	146	0.000	-2.11902	0.54375	-3.19366	-1.04439
	Equal Variances Not Assumed			-4.235	111.072	0.000	-2.11902	0.50032	-3.11043	-1.12762

**RQ 2.** Are there significant differences in turnover intentions between Generation Xers and millennials in nonprofit organizations? To determine if a statistically significant difference existed in turnover intentions between the two generational cohorts in nonprofit organizations, I conducted an independent samples *t* test. Table 5 contains the group statistics for this independent samples *t* test. Given that  $p = 0.574$  in Levene's test for equality of variances and is higher than 0.05, I assumed there was homogeneity of variances.

The Generation Xers turnover intentions mean score was 6.8636, the millennials mean score was 7.5446, and the 95% CI for the differences between the two means was [-1.84816 to 0.48633]. The results for this test indicated no statistically significant difference in turnover intentions between Generation Xers and millennials,  $t(143) = -1.153, p = 0.251$ . As a result, the research question's null hypothesis was not rejected, which implied there was no statistically significant difference in the turnover intention mean scores between Generation Xers and millennials. Table 6 contains the results of the independent samples *t* test.

Table 5

*Group Statistics: Turnover Intentions in Generation Xers and Millennials*

What Year Were You Born?	<i>N</i>	Mean	<i>SD</i>	Std. Error Mean
1966 to 1980 – Gen X	44	6.8636	3.25356	0.49049
1981 to 2000 - Millennials	101	7.5446	3.27574	0.32595



Table 6

*Independent Samples t test: Generation Xers and Millennials*

		Levene's Test for Equality of Variances		<i>t</i> test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	<i>t</i>	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Turnover Intentions Scores	Equal Variances Assumed	0.317	0.574	-1.153	143	0.251	-0.68092	0.59050	-1.84816	0.48633
	Not Assumed			-1.156	82.450	0.251	-0.68092	0.58892	-1.85237	0.49053

**RQ 3.** Are there significant differences in turnover intentions between nonmillennials and millennials in nonprofit organizations?

To determine if statistically significant differences existed in turnover intentions between nonmillennials and millennials in nonprofit organizations, I conducted a third independent samples *t* test. Given that  $p = 0.216$  in Levene's test for equality of variances and is higher than 0.05, I determined there was homogeneity of variances.

The nonmillennials turnover intentions mean score was 6.1209, the millennials mean score was 7.5446, and the 95% CI for the differences between the two means was [-2.32207 to -0.52528]. I provide the group statistics for this independent samples *t* test in Table 7. The results for this test indicate a statistically significant difference in turnover intentions between nonmillennials and millennials,  $t(190) = -3.126$ ,  $p = 0.002$ . As a result of the statistically significant difference in the turnover intention mean scores between nonmillennials and millennials, I rejected the research question's null hypothesis. Table 8 contains the results of the independent samples *t* test.

Table 7

*Group Statistics: Turnover Intentions in Nonmillennials and Millennials*

What Year Were You Born?	<i>N</i>	Mean	<i>SD</i>	Std. Error Mean
1946 to 1980 – Nonmillennials	91	6.1209	3.00679	0.31520
1981 to 2000 - Millennials	101	7.5446	3.27574	0.32595

Table 8

*Independent Samples t test: Nonmillennials and Millennials*

		Levene's Test for Equality of Variances		<i>t</i> test for Equality of Means						
		F	Sig.	<i>t</i>	df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Turnover Intentions Scores	Equal Variances Assumed	1.542	0.216	-3.126	190	0.002	-1.42368	0.45546	-2.32207	-0.52528
	Equal Variances Not Assumed			-3.140	189.930	0.002	-1.42368	0.45342	-2.31807	-0.52928

### **Summary of the Independent Sample *t* Test**

I conducted the independent samples *t* test analysis to determine whether the means of turnover intentions were different among the generational cohorts. I used the *t* test analysis to address the first three hypotheses. The results of the analysis showed statistically significant differences in mean scores of turnover intentions using a 95% confidence interval between baby boomers and millennials, addressed in RQ1, and between nonmillennials and millennials, addressed in RQ3. The results of the analysis of turnover intentions between Generation Xers and millennials, as guided by RQ2, did not reveal statistically significant differences in mean scores using a 95% confidence interval.

### **Multiple Regression Analysis**

I used four separate multiple regression analyses to address Research Questions 4 through 7. I used multiple regression to determine if the turnover intentions of employees in nonprofit organizations from different generational cohorts were influenced by organizational justice perception and job satisfaction. The predictor variables were organizational justice perception and job satisfaction, and the dependent variable was turnover intentions. I checked for multicollinearity, normality, linearity, homoscedasticity, and independence of residuals.

### **Research Question 4**

Do job satisfaction and organizational justice perception influence turnover intentions in baby boomers in nonprofit organizations?

Standard multiple linear regression,  $\alpha = .05$  (one-tailed), was used to examine the efficacy of job satisfaction and organizational justice perception in influencing turnover

intentions in baby boomers. The independent variables were job satisfaction and organizational justice perception. The dependent variable was turnover intention. The null hypothesis was that job satisfaction and organizational justice perception have no statistically significant influence on turnover intentions of baby boomers in nonprofit organizations. The alternative hypothesis was that job satisfaction and/or organizational justice perception have a statistically significant influence on turnover intentions of baby boomers in nonprofit organizations.

I evaluated the correlation coefficients for RQ4. The bivariate correlations for organizational justice perception and job satisfaction in baby boomers were medium to high. The moderately high correlation suggests that multicollinearity exists between the two predictor variables in the regression model. Table 9 contains the correlation coefficients for baby boomers.

Table 9

*Correlation Coefficients for Baby Boomers*

Variable	Organizational Justice	Job Satisfaction
Organizational Justice	1.00	.697
Job Satisfaction	.697	1.00

*Note.*  $N = 47$ .

I checked for outliers, linearity, and homoscedasticity by examining the normal probability plot (P-P) of the regression standardized residual (Figure 7). I also examined the scatterplot of the studentized residuals for baby boomers (Figure 8). There is an unusual straight line at the bottom in Figure 8 that consists of 18 participants. For the

remaining 26 participants, there is a random scatterplot that supports the homogeneous variance of the error term. All 18 participants among baby boomers had the value of 3 (the lowest possible value) for turnover intentions. As shown in Figures 9 and 10, the 18 participants have a straight line at the bottom of these figures, indicating no relationship with organizational justice or job satisfaction. In comparison, the other 26 participants show a decreasing pattern in both plots. Thus, 18 participants have an unusual pattern, as shown in Figures 8, 9, and 10.

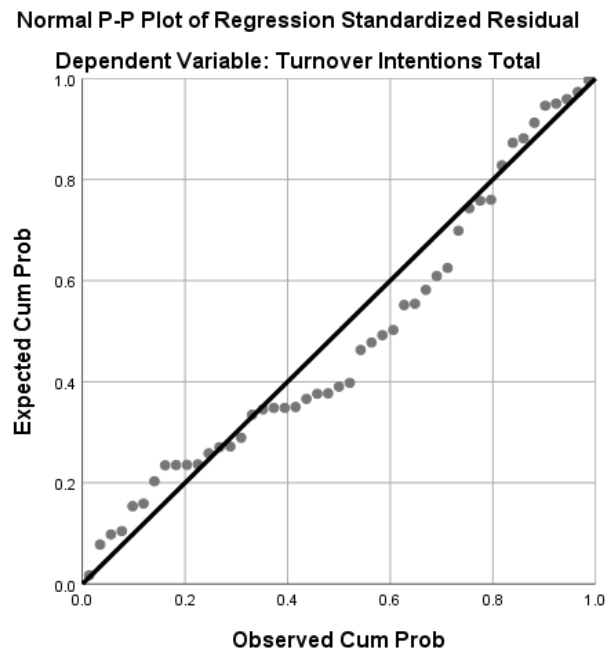


Figure 7. Normal probability plot (P-P) of the regression standardized residuals.

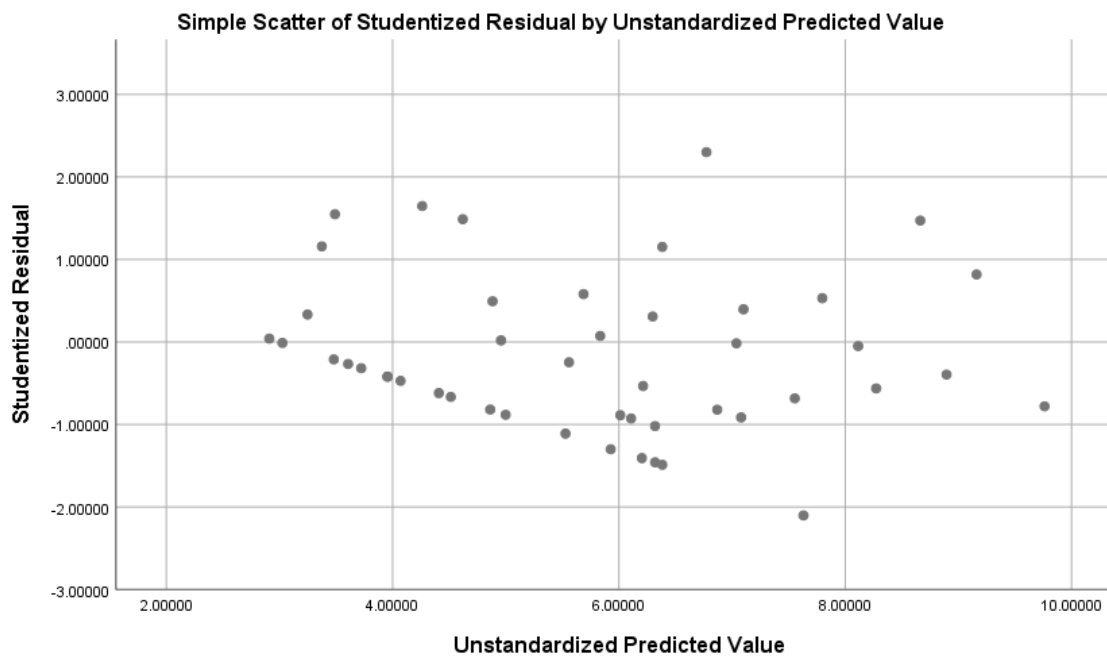
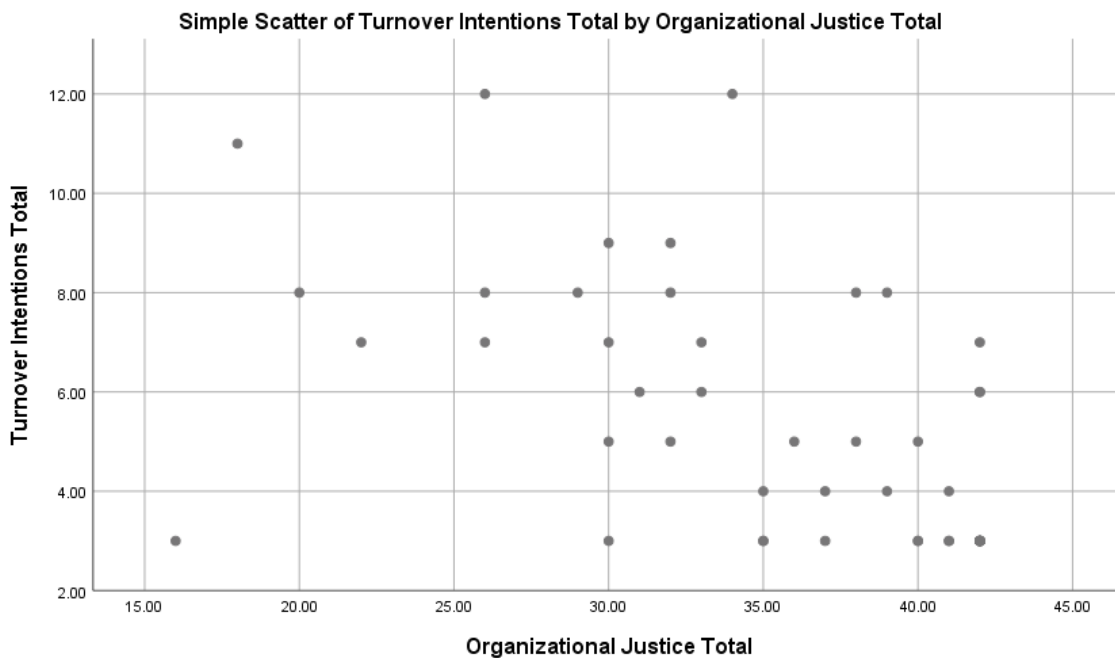


Figure 8. Scatterplot of the studentized residuals for baby boomers.



*Figure 9.* Scatterplot of turnover intentions total by organizational justice total.



*Figure 10.* Scatterplot of turnover intentions total by job satisfaction total.



There was linearity as assessed by partial regression plots and a plot of studentized residuals against the predicted values. I visually inspected a plot of studentized residuals versus unstandardized predicted values and found the assumption of homoscedasticity was met. There were no outliers. The assumption of normality was met, as assessed by visual inspection of the normal P-P plot (Figure 7) and a histogram (Figure 9). There was independence of residuals, as evaluated by a Durbin-Watson statistic of 2.350.

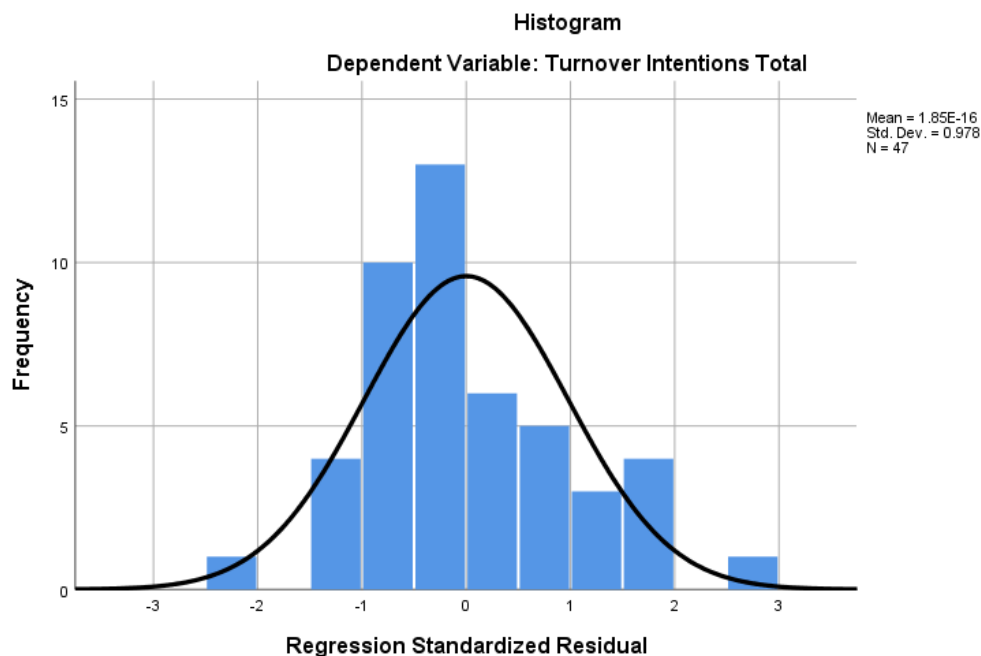


Figure 11. Histogram depicting the turnover intention of baby boomers.

Table 10 depicts the descriptive statistics for baby boomers. The ANOVA results in Table 11 show that the model as a whole was able to significantly predict turnover intentions,  $F(2, 44) = 11.306$ ,  $p < .001$ ,  $R^2 = 0.339$ . The  $R^2$  (0.339) value indicates that about 34% of the variation in turnover intention is accounted for by the linear

combination of the predictor variables (job satisfaction and organizational justice perception).

Table 10

*Means and Standard Deviations for Baby Boomers*

	Min	Max	Mean	Std. Deviation	N
Turnover Intentions	3.00	12.00	5.4255	2.60221	47
Organizational Justice Perception	16.00	42.00	35.0213	7.07872	47
Job Satisfaction	60.00	99.00	80.5957	10.04698	47

Table 11

*ANOVA for Baby Boomers: Organizational Justice and Job Satisfaction*

	Sum of Squares	df	Mean Square	F	Sig.	R <sup>2</sup>
Regression	105.738	2	52.869	11.306	.000	0.339
Residual	205.752	44	4.676			
Total	311.489	46				

Table 12 depicts the regression analysis for baby boomers. As shown in Table 12, if I add organizational justice perception to the model that already has job satisfaction, the results are not statistically significant in predicting turnover intentions. Similarly, when I add job satisfaction to the model that already has organization justice perception, the results are not statistically significant. Because the model was not statistically significant for predicting turnover intentions in baby boomers with job satisfaction

( $t = -1.812, p = .077$ ) and organizational justice perception ( $t = -1.891, p = .065$ ), I decided to perform a simple linear regression with each of the predictor variables independently.

Table 12

*Regression Analysis Summary for Baby Boomers*

Variable	<i>B</i>	<i>SE B</i>	$\beta$	<i>t</i>	<i>p</i>	95% CI for <i>B</i>	
						Lower Bound	Upper Bound
(Constant)	16.045	2.593		6.189	<.001	10.820	21.271
Org. Justice	-.119	0.063	-0.323	-1.891	.065	-0.245	-0.008
Job Sat.	-.080	0.044	-0.310	-1.812	.077	-0.169	-0.009

Note.  $N = 47$ .

The ANOVA results in Table 13 show that the model was able to significantly predict turnover intentions in baby boomers using only organizational justice perception as the predictor variable,  $F(1, 45) = 18.394, p < .001, R^2 = 0.29$ . The  $R^2$  (0.29) value indicated that 29% of the variation in turnover intention is accounted for by the predictor variable, organizational justice perception. Table 14 shows the results of the regression analysis using only organizational justice perception as the predictor variable. The results show that organizational justice perception ( $t = -4.289, p < .001$ ) is statistically significant in influencing turnover intentions. The predictive equation was as follows: Turnover intentions =  $12.360 - 0.198(\text{organizational justice perception})$ .

Table 13

*ANOVA for Baby Boomers: Organizational Justice*

	Sum of Squares	df	Mean Square	F	Sig.	R <sup>2</sup>
Regression	90.380	1	90.380	18.394	.000	0.290
Residual	221.109	45	4.914			
Total	311.489	46				

Table 14

*Regression Analysis Summary for Baby Boomers: Organizational Justice*

Variable	<i>B</i>	<i>SE B</i>	$\beta$	<i>t</i>	<i>p</i>	95% CI for <i>B</i>	
						Lower Bound	Upper Bound
(Constant)	12.360	1.649		7.496	<.001	9.039	15.682
Organizational Justice	-0.198	0.046	-0.539	-4.289	<.001	-0.291	-0.105

Note. *N* = 47.

The ANOVA results in Table 15 show that the model was able to significantly predict turnover intentions in baby boomers using only job satisfaction as the predictor variable,  $F(1, 45) = 18.006$ ,  $p < .001$ ,  $R^2 = 0.286$ . The  $R^2$  (0.286) value indicates that approximately 29% of the variation in turnover intention is accounted for by the predictor variable, job satisfaction. Table 16 shows the results of the regression analysis using only job satisfaction as the predictor variable. The results show that job satisfaction

( $t = -4.243, p < .001$ ) is statistically significant in influencing turnover intentions. The predictive equation was as follows:

$$\text{Turnover intentions} = 16.585 - 0.138(\text{job satisfaction}).$$

Table 15

*ANOVA for Baby Boomers: Job Satisfaction*

	Sum of Squares	df	Mean Square	F	Sig.	R <sup>2</sup>
Regression	89.018	1	89.018	18.006	.000	0.286
Residual	222.471	45	4.944			
Total	311.489	46				

Table 16

*Regression Analysis Summary for Baby Boomers: Job Satisfaction*

Variable	<i>B</i>	<i>SE B</i>	$\beta$	<i>t</i>	<i>p</i>	95% CI for <i>B</i>	
						Lower Bound	Upper Bound
(Constant)	16.585	2.650		6.259	<.001	11.248	21.922
Job Satisfaction	-0.138	0.033	-0.535	-4.243	<.001	-0.204	-0.073

Note.  $N = 47$ .

**Research Question 4 Analysis Summary**

One of the main purposes of the current study was to determine if job satisfaction and organizational justice perception influence turnover intentions in nonmillennials in nonprofit organizations. Baby boomers represented nonmillennials in RQ4. I used

standard multiple linear regression to examine the efficacy of job satisfaction and organizational justice perception influencing turnover intentions in baby boomers. No serious violations of assumptions associated with multiple regression were noted. The model as a whole was able to significantly predict turnover intentions,  $F(2, 44) = 11.306$ ,  $p < .001$ ,  $R^2 = 0.339$ . Both organizational justice perception and job satisfaction provide useful predictive information about turnover intentions.

When organizational justice perception and job satisfaction were used together as predictor variables, the results showed that neither organizational justice perception ( $t = -1.891$ ,  $p = .065$ ) nor job satisfaction ( $t = -1.812$ ,  $p = .077$ ) were statistically significantly associated with turnover intentions in baby boomers as a second variable. However, when I performed a simple regression analysis using the predictor variables as a single variable, I found that organizational justice perception ( $t = -4.289$ ,  $p < .001$ ) was statistically significant in providing useful predictive information about turnover intention. Similarly, the results from the simple linear regression analysis using only job satisfaction as the predictor variable showed that job satisfaction ( $t = -4.243$ ,  $p < .001$ ) was statistically significant in providing useful predictive information about turnover intention. The conclusion from this analysis is that job satisfaction and organizational justice perception were statistically significantly associated with turnover intention in baby boomers when used individually. Job satisfaction and organizational justice perceptions influenced turnover intentions in baby boomers when used in the model independently. As a result, I rejected the null hypothesis that job satisfaction and organizational justice perception have no statistically significant influence on turnover

intentions of baby boomers in nonprofit organizations.

### **Research Question 5**

Do job satisfaction and organizational justice perception influence turnover intentions in Generation Xers in nonprofit organizations?

A second standard multiple linear regression,  $\alpha = .05$  (one-tailed), was used to examine the efficacy of job satisfaction and organizational justice perception influencing turnover intention in Generation Xers. The independent variables were job satisfaction and organizational justice perception. The dependent variable was turnover intention. The null hypothesis was that job satisfaction and organizational justice perception have no statistically significant influence on turnover intentions of Generation Xers in nonprofit organizations. The alternative hypothesis was that job satisfaction and/or organizational justice perception have a statistically significant influence on turnover intentions of Generation Xers in nonprofit organizations.

Various assumptions had to be met to analyze the data using the multiple regression analysis. I checked for the assumptions of multicollinearity, outliers, normality, linearity, homoscedasticity, and independence of residuals. I evaluated the correlation coefficients for RQ5. The bivariate correlation for organizational justice perception and job satisfaction in Generation Xers was high. This high correlation suggests that multicollinearity exists between the two predictor variables in the regression model. The correlation coefficients for Generation Xers are shown in Table 17.

Table 17

*Correlation Coefficients for Generation Xers*

Variable	Organizational Justice	Job Satisfaction
Organizational Justice	1.00	.825
Job Satisfaction	.825	1.00

*Note.*  $N = 44$ .

I checked for outliers, linearity, and homoscedasticity by examining the normal probability plot (P-P) of the regression standardized residual (Figure 12). I also checked the scatterplot of the studentized residuals for Generation Xers (Figure 13). There was linearity as assessed by partial regression plots and a plot of studentized residuals against the predicted values. There was homoscedasticity, as evaluated by visual inspection of a plot of studentized residuals versus unstandardized predicted values. There was one unusual point from the data set of this population, evidenced by a studentized deleted residual greater than  $\pm 3$  standard deviations, so I conducted further investigation. The leverage value was 0.06, which was in the safe zone because it was less than 0.2 (Huber, 1981). I evaluated Cook's distance to determine if there was a high level of influence. Because Cook's distance was 0.32, less than 1, I concluded that the unusual data point was not highly influential, and I kept the data point in the analysis. The assumption of normality was met, as assessed by visual inspection of the normal P-P plot (Figure 12) and a histogram (Figure 14). There was independence of residuals, as evaluated by a Durbin-Watson statistic of 1.369.



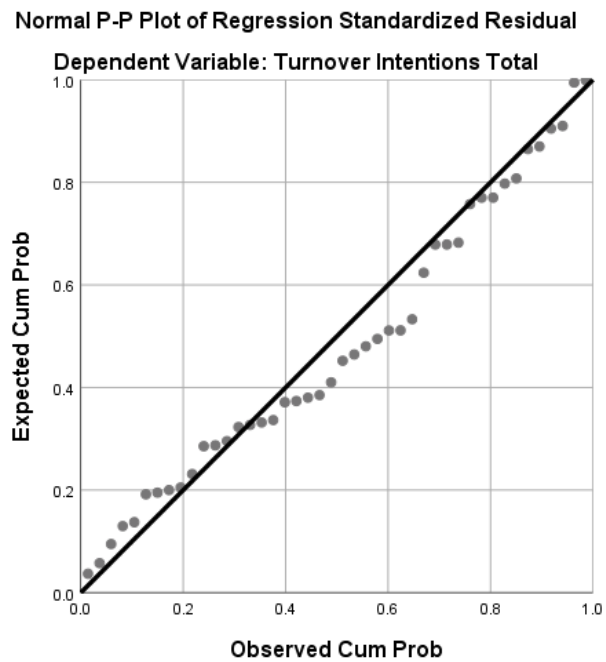


Figure 92. Normal probability plot (P-P) of the regression standardized residuals.

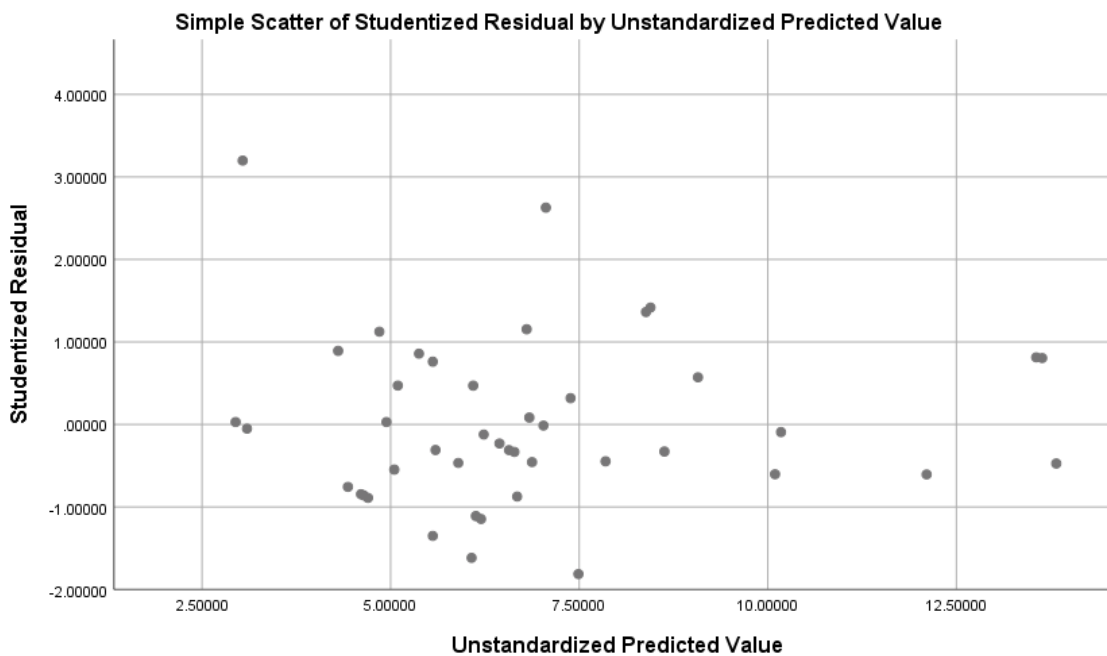


Figure 103. Scatterplot of the studentized residuals for Generation Xers.

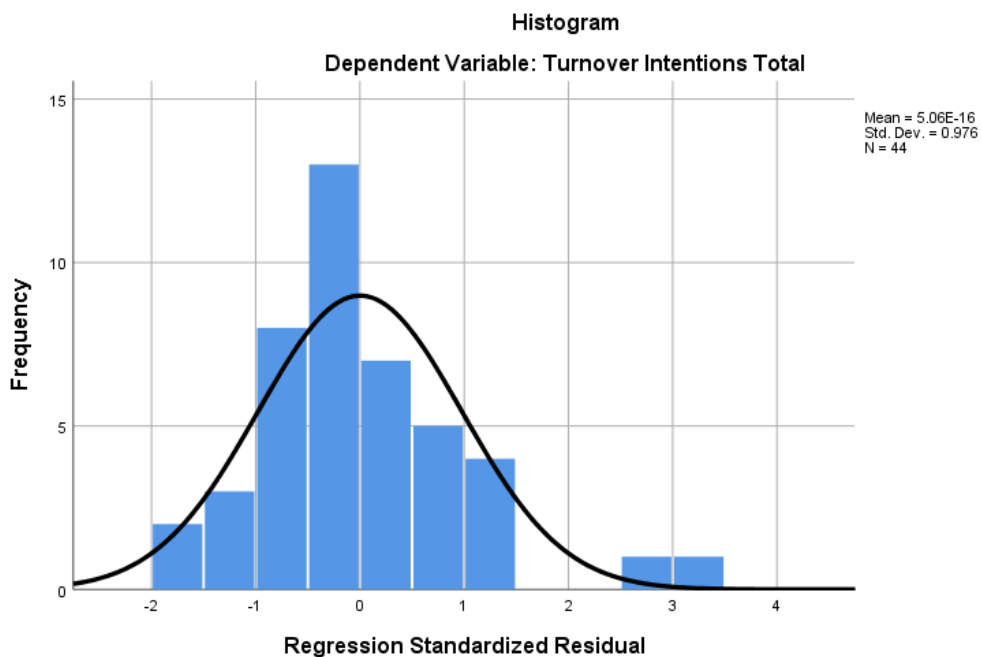


Figure 114. Histogram depicting the turnover intention of Generation Xers.

Table 18 depicts the descriptive statistics for Generation Xers. Table 19 represents

the results of the ANOVA for Generation Xers. The F test shown in Table 19 was statistically significant at the alpha level of 0.05 to predict turnover intentions,  $F(2, 41) = 39.298$ ,  $p < .001$ ,  $R^2 = 0.657$ . The  $R^2$  (0.657) value indicates that about 66% of the variation in turnover intention is accounted for by the linear combination of the predictor variables (job satisfaction and organizational justice perception).

Table 18

*Means and Standard Deviations for Generation Xers*

	Min	Max	Mean	Std. Deviation	N
Turnover Intentions	3.00	15.00	6.8636	3.25356	44
Organizational Justice Perception	8.00	42.00	32.3182	8.87320	44
Job Satisfaction	47.00	100.00	77.0455	15.13498	44

Table 19

*ANOVA for Generation Xers: Organizational Justice and Job Satisfaction*

	Sum of Squares	df	Mean Square	F	Sig.	R <sup>2</sup>
Regression	299.135	2	149.568	39.298	.000	0.657
Residual	156.047	41	3.806			
Total	455.182	43				

Table 20 shows the results of the regression analysis for Generation Xers when both organizational justice and job satisfaction variables are used. Table 20 shows that organizational justice perception ( $t = -.788$ ,  $p = .435$ ) has a high  $p$  value. Including

organizational justice adds no value to the model that already has job satisfaction

( $t = -4.347, p < .001$ ).

Table 20

*Regression Analysis Summary for Generation Xers*

Variable	<i>B</i>	<i>SE B</i>	$\beta$	<i>t</i>	<i>p</i>	95% CI for <i>B</i>	
						Lower Bound	Upper Bound
(Constant)	20.007	1.570		12.742	<.001	16.836	23.178
Org. Justice	-0.047	0.059	-0.127	-0.788	.435	-0.166	-0.073
Job Sat.	-0.151	0.035	-0.702	-4.347	<.001	-0.221	-0.081

Note.  $N = 44$ .

Given the results of Table 20, I decided to drop organizational justice from the model and performed a regression analysis using each predictor variable independently. Table 21 provides the results of the ANOVA for Generation Xers when I used job satisfaction as the only predictor variable. Table 22 shows the results of the regression analysis using only job satisfaction as the predictor variable for the effect job satisfaction has on turnover intentions in this model  $F(1, 42) = 78.684, p < .001, R^2 = 0.652$ . The predictive equation was as follows:

Turnover intentions =  $20.237 - 0.174(\text{job satisfaction})$ .

Table 21

*ANOVA for Generation Xers: Job Satisfaction*

	Sum of Squares	df	Mean Square	F	Sig.	R <sup>2</sup>
Regression	296.771	1	296.771	78.684	.000	0.652
Residual	158.411	42	3.772			
Total	455.182	43				

Table 22

*Regression Analysis Summary for Generation Xers: Job Satisfaction*

Variable	<i>B</i>	<i>SE B</i>	$\beta$	<i>t</i>	<i>p</i>	95% CI for <i>B</i>	
						Lower Bound	Upper Bound
(Constant)	20.237	1.536		13.177	<.001	17.138	23.336
Job Satisfaction	-0.174	0.020	-0.807	-8.870	<.001	-0.213	-0.134

Note. *N*= 44.

**Research Question 5 Analysis Summary**

One purpose of the current study was to determine if job satisfaction and organizational justice perception influence turnover intention in nonmillennials in nonprofit organizations, in which Generation Xers represented nonmillennials in RQ5. I used standard multiple linear regression to examine the efficacy of job satisfaction and organizational justice perception influencing turnover intention in Generation Xers. The

moderately high correlation suggests that multicollinearity exists between the two predictor variables in the regression model. The model as a whole was able to significantly predict turnover intention,  $F(1, 42) = 78.684, p < .001, R^2 = 0.652$ . Job satisfaction alone provided useful predictive information about turnover intention. The conclusion from this analysis is that job satisfaction was statistically significantly associated with turnover intention in Generation Xers, and organizational justice was not statistically significant and, therefore, was removed from the model. Because job satisfaction influenced turnover intention in Generation Xers, I rejected the null hypothesis that job satisfaction and organizational justice perception have no statistically significant influence on turnover intention of Generation Xers in nonprofit organizations.

### **Research Question 6**

Do job satisfaction and organizational justice perception influence turnover intention in millennials in nonprofit organizations?

A third standard multiple linear regression,  $\alpha = .05$  (one-tailed), was used to examine the efficacy of job satisfaction and organizational justice perception influencing the turnover intention of millennials. The independent variables were job satisfaction and organizational justice perception. The dependent variable was turnover intention. The null hypothesis was that job satisfaction and organizational justice perception have no statistically significant influence on turnover intentions of millennials in nonprofit organizations. The alternative hypothesis was that job satisfaction and/or organizational justice perception have a statistically significant influence on turnover intentions of millennials in nonprofit organizations.

I evaluated the correlation coefficients for RQ6. Bivariate correlations for organizational justice perception and job satisfaction in millennials was medium to high. The moderately high correlation suggests that multicollinearity exists between the two predictor variables in the regression model. The correlation coefficients for millennials are shown in Table 23.

Table 23

*Correlation Coefficients for Millennials*

Variable	Organizational Justice	Job Satisfaction
Organizational Justice	1.00	.682
Job Satisfaction	.682	1.00

*Note.*  $N = 101$ .

I checked for outliers, linearity, and homoscedasticity by examining the normal probability plot (P-P) of the regression standardized residual (Figure 15). I also examined the scatterplot of the studentized residuals for millennials (Figure 16). There was linearity, as assessed by partial regression plots and a plot of studentized residuals against the predicted values. There was homoscedasticity, as evaluated by visual inspection of a plot of studentized residuals versus unstandardized predicted values. There were two unusual points from the data set of this population, evidenced by studentized deleted residuals greater than  $\pm 3$  standard deviations, so I conducted further investigation. The leverage value for Case 1 was 0.047, which was in the safe zone because it was less than 0.2 (Huber, 1981).

I evaluated Cook's distance to determine if there was a high level of influence. Cook's distance was 0.211, which is less than 1. The leverage value for Case 2 was 0.009, which was in the safe zone because it was less than 0.2 (Huber, 1981). I evaluated Cook's distance to determine if there was a high level of influence. Cook's distance was 0.059, which is less than 1. I concluded the unusual data points in Case 1 and Case 2 were not highly influential, and I kept the data points in the analysis. The assumption of normality was met, as assessed by visual inspection of the normal P-P plot (Figure 15) and a histogram (Figure 17). There was independence of residuals, as evaluated by a Durbin-Watson statistic of 1.482.

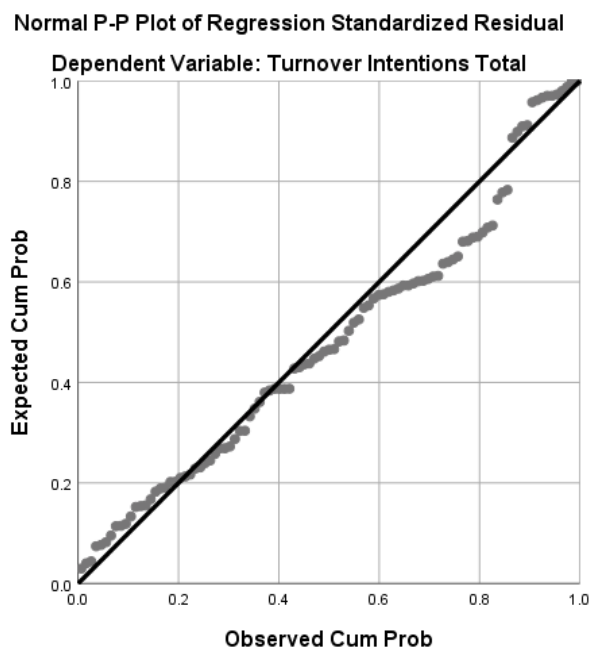


Figure 125. Normal probability plot (P-P) of the regression standardized residuals.



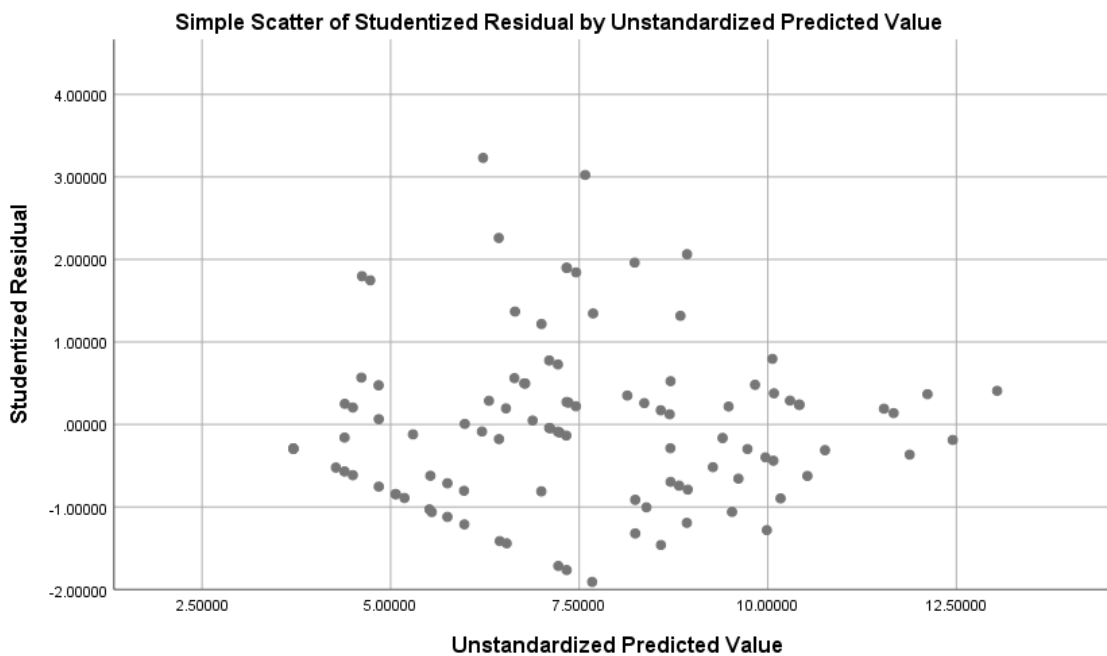


Figure 13. Scatterplot of the studentized residuals for millennials.

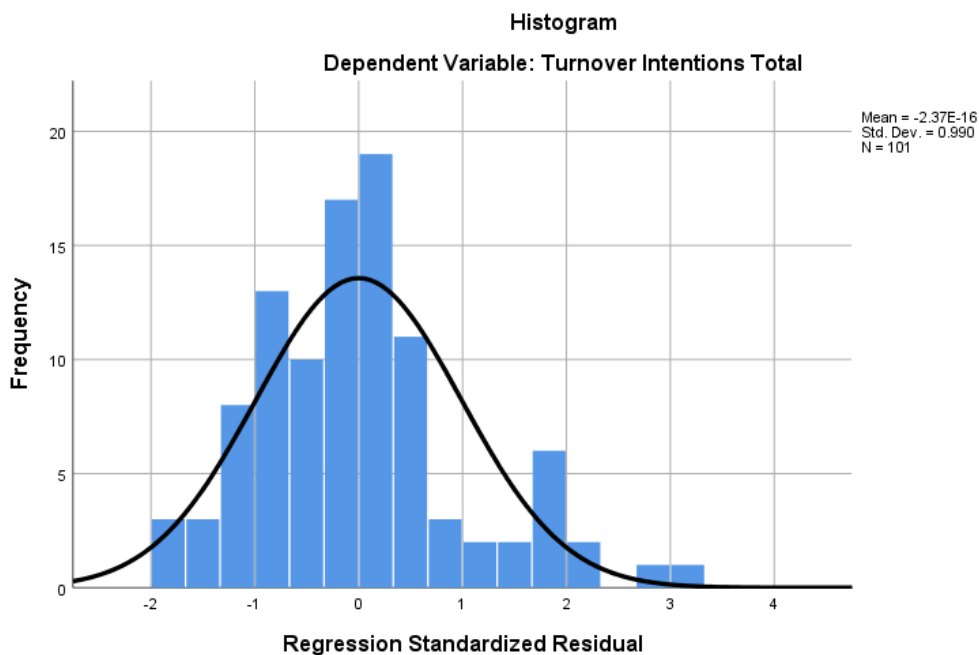


Figure 147. Histogram depicting the turnover intention of millennials.

Table 24 depicts the descriptive statistics for millennials. Table 25 shows that the model as a whole was able to significantly predict turnover intentions,  $F(2, 98) = 38.376$ ,  $p < .001$ ,  $R^2 = 0.439$ . The  $R^2$  (0.439) value indicates that about 44% of the variation in turnover intention is accounted for by the linear combination of the predictor variables (job satisfaction and organizational justice perception). In the model, job satisfaction and organization justice perception were statistically significant with job satisfaction ( $t = -4.205$ ,  $p < .001$ ), accounting for a higher contribution to the model than organizational justice perception ( $t = -2.755$ ,  $p = .007$ ). Table 26 depicts the regression analysis for millennials. The predictive equation was as follows:

Turnover intentions =  $19.825 - 0.115(\text{organizational justice perception}) - 0.113(\text{job satisfaction})$ .

Table 24

*Means and Standard Deviations for Millennials*

	Min	Max	Mean	Std. Deviation	N
Turnover Intentions	3.00	15.00	7.5446	3.27574	101
Organizational Justice Perception	8.00	42.00	31.8020	8.09694	101
Job Satisfaction	47.00	100.00	76.4158	12.63508	101

Table 25

*ANOVA for Millennials*

	Sum of Squares	df	Mean Square	F	Sig.	R <sup>2</sup>
Regression	471.291	2	235.646	38.376	.000	0.439
Residual	601.758	98	6.140			
Total	1073.050	100				

Table 26

*Regression Analysis Summary for Millennials*

Variable	<i>B</i>	<i>SE B</i>	$\beta$	<i>t</i>	<i>p</i>	95% CI for <i>B</i>	
						Lower Bound	Upper Bound
(Constant)	19.825	1.520		13.040	<.001	16.808	22.842
Org. Justice	-0.115	0.042	-0.285	-2.755	.007	-0.198	-0.032
Job Sat.	-0.113	0.027	-0.435	-4.205	<.001	-0.166	-0.060

Note. *N*= 101.

I performed a simple linear regression for each predictor variable in this model to determine if either organizational justice perception or job satisfaction alone was a better predictor of turnover intentions in millennials than both variables together. The ANOVA results in Table 27 show that the model was able to significantly predict turnover intentions in millennials using only organizational justice perception as the predictor

variable,  $F(1, 99) = 50.556$ ,  $p < .001$ ,  $R^2 = 0.338$ . The  $R^2$  (0.338) value indicates that approximately 34% of the variation in turnover intention is accounted for by the predictor variable, organizational justice perception. Table 28 shows the results of the regression analysis using only organizational justice perception as the predictor variable to present data showing the effect organizational justice perception ( $t = -7.110$ ,  $p < .001$ ) has on turnover intentions. The predictive equation was as follows:

Turnover intentions = 15.025 - 0.235(organizational justice perception).

Table 27

*ANOVA for Millennials: Organizational Justice*

	Sum of Squares	df	Mean Square	F	Sig.	R <sup>2</sup>
Regression	362.734	1	362.734	50.556	.000	0.338
Residual	710.315	99	7.7175			
Total	1073.050	100				

Table 28

*Regression Analysis Summary for Millennials: Organizational Justice*

Variable	<i>B</i>	<i>SE B</i>	$\beta$	<i>t</i>	<i>p</i>	95% CI for <i>B</i>	
						Lower Bound	Upper Bound
(Constant)	15.025	1.085		13.844	<.001	12.872	17.178
Organizational Justice	-0.235	0.033	-0.581	-7.110	<.001	-0.301	-0.170

Note. *N*= 101.

The ANOVA results in Table 29 show the model was able to significantly predict turnover intentions in millennials using only job satisfaction as the predictor variable,  $F(1, 99) = 64.850, p < .001, R^2 = 0.396$ . The  $R^2$  (0.396) value indicated that approximately 40% of the variation in turnover intention is accounted for by the predictor variable, job satisfaction. Table 30 shows the results of the regression analysis using only job satisfaction as the predictor variable to present data showing the effect of job satisfaction ( $t = -8.053, p < .001$ ) has on turnover intentions. The predictive equation was: Turnover Intentions = 20.008 - 0.163(job satisfaction).

Table 29

*ANOVA for Millennials: Job Satisfaction*

	Sum of Squares	df	Mean Square	F	Sig.	R <sup>2</sup>
Regression	424.700	1	424.700	64.850	.000	0.396
Residual	648.349	99	6.549			
Total	1073.050	100				

Table 30

*Regression Analysis Summary for Millennials: Job Satisfaction*

Variable	<i>B</i>	<i>SE B</i>	$\beta$	<i>t</i>	<i>p</i>	95% CI for <i>B</i>	
						Lower Bound	Upper Bound
(Constant)	20.008	1.569		12.756	<.001	16.896	23.121
Job Satisfaction	-0.163	0.020	-0.629	-8.053	<.001	-0.203	-0.123

Note. *N*= 101.

**Research Question 6 Analysis Summary**

I used standard multiple linear regression to examine the efficacy of job satisfaction and organizational justice perception influencing turnover intentions in millennials. I also performed a simple linear regression analysis on each predictor variable independently. The moderately high correlation suggests that multicollinearity exists between the two predictor variables in the regression model. The model as a whole was able to significantly predict turnover intentions,  $F(2, 98) = 38.376, p < .001, R^2 =$

0.439. Both organizational justice perception ( $t = -2.755, p = .007$ ) and job satisfaction ( $t = -4.205, p < .001$ ) provide useful predictive information about turnover intentions. The results of the simple linear regression analysis show that organizational justice perception ( $t = -7.110, p < .001$ ) alone is able to significantly predict turnover intentions in millennials,  $F(1,99) = 50.556, p < .001, R^2 = 0.338$ . Similarly, the result of the simple linear regression analysis using the predictor variable job satisfaction ( $t = -8.053, p < .001$ ) alone is able to significantly predict turnover intentions  $F(1,99) = 64.850, p < .001, R^2 = 0.396$ . The model using the predictor variables together indicated that approximately 44% of the variation in turnover intention is accounted for by the predictor variable, so I decided to keep that model. The predictive equation was as follows:

Turnover intentions =  $19.825 - 0.115(\text{organizational justice perception}) - 0.113(\text{job satisfaction})$ .

The conclusion from this analysis is that organizational justice perception and job satisfaction are statistically significantly associated with turnover intentions in millennials. Because organizational justice perception and job satisfaction influenced turnover intention in millennials, I rejected the null hypothesis that job satisfaction and organizational justice perception have no statistically significant influence on turnover intentions of millennials in nonprofit organizations.

### **Research Question 7**

Do job satisfaction and organizational justice perception influence turnover intention in nonmillennials in nonprofit organizations?

The final standard multiple linear regression,  $\alpha = .05$  (one-tailed), was used to examine the efficacy of job satisfaction and organizational justice perception influencing the turnover intention of nonmillennials. The independent variables were job satisfaction and organizational justice perception. The dependent variable was turnover intention. The null hypothesis was that job satisfaction and organizational justice perception have no statistically significant influence on turnover intentions of nonmillennials in nonprofit organizations. The alternative hypothesis was that job satisfaction and/or organizational justice perceptions have a statistically significant influence on turnover intentions of nonmillennials in nonprofit organizations.

I evaluated the correlation coefficients for RQ7. Bivariate correlations for organizational justice perception and job satisfaction in nonmillennials was high. The high correlation suggests that multicollinearity exists between the two predictor variables in the regression model. The correlation coefficients for millennials are shown in Table 27.

Table 31

*Correlation Coefficients for Nonmillennials*

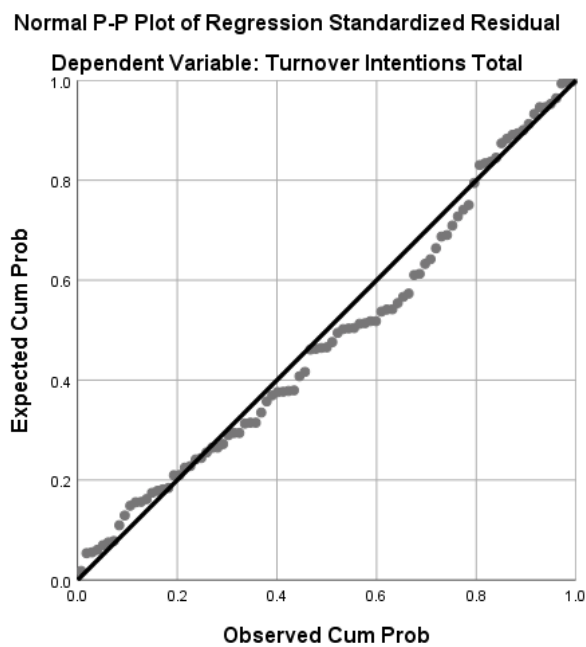
Variable	Organizational Justice	Job Satisfaction
Organizational Justice	1.00	.780
Job Satisfaction	.780	1.00

*Note.*  $N = 91$ .

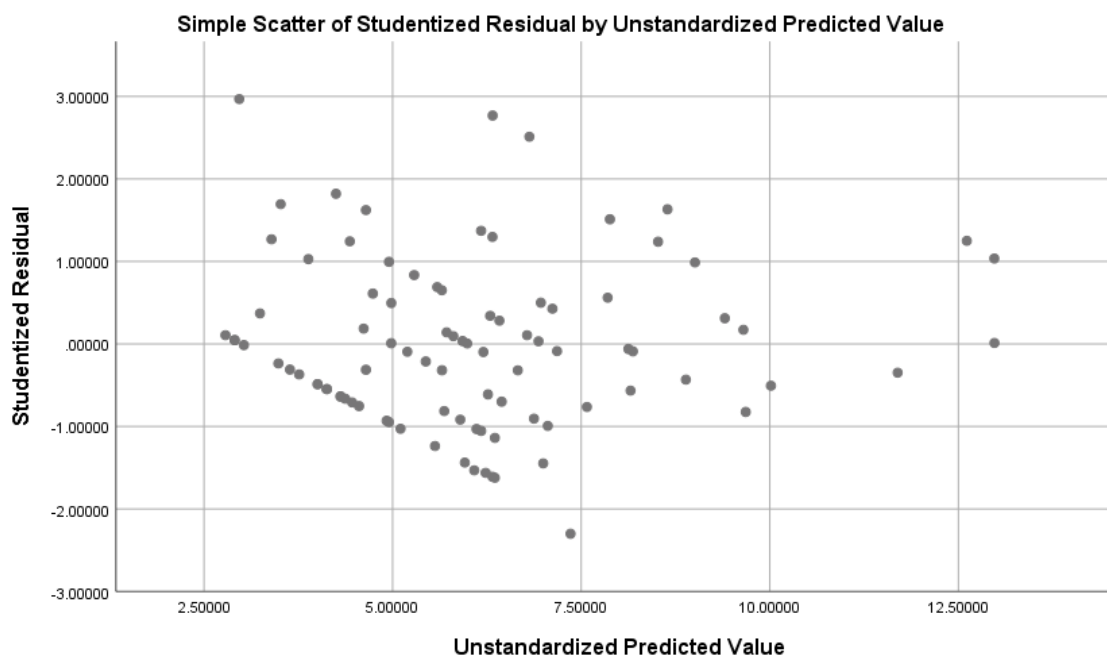
I checked for outliers, linearity, and homoscedasticity by examining the normal probability plot (P-P) of the regression standardized residual (Figure 18). I also checked



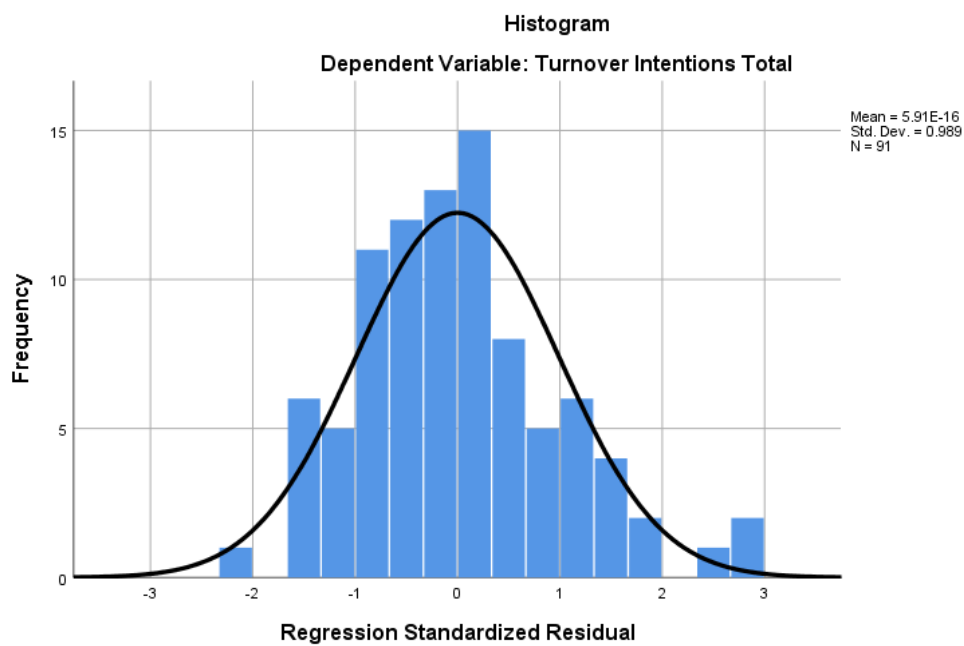
the scatterplot of the unstandardized predicted value by turnover intentions for nonmillennials (Figure 19). There was linearity, as assessed by partial regression plots and a plot of studentized residuals against the predicted values. There was homoscedasticity, as evaluated by visual inspection of a plot of studentized residuals versus unstandardized predicted values. I analyzed the boxplot showing nonmillennial turnover intention results (Figure 2) and concluded that there were no outliers. The assumption of normality was met, as assessed by visual inspection of the normal P-P plot (Figure 16) and a histogram (Figure 18). There was independence of residuals, as evaluated by a Durbin-Watson statistic of 1.916.



*Figure 15.* Normal probability plot (P-P) of the regression standardized residuals.



*Figure 169.* Scatterplot of the studentized residuals for nonmillennials.



*Figure 17.* Histogram depicting the turnover intention of millennials.

Table 32 depicts the descriptive statistics for nonmillennials. Table 33 shows that the model as a whole was able to significantly predict turnover intentions,  $F(2, 88) = 49.675, p < .001, R^2 = 0.53$ . The  $R^2$  (0.53) value indicated that about 53% of the variation in turnover intention is accounted for by the linear combination of the predictor variables (job satisfaction and organizational justice perception). In the model, job satisfaction and organizational justice perception were statistically significantly correlated with job satisfaction ( $t = -4.457, p < .001$ ) accounting for a higher contribution to the model than organizational justice perception ( $t = -2.099, p = .039$ ). Table 34 depicts the regression analysis for nonmillennials. The predictive equation was as follows:

Turnover intentions =  $18.837 - 0.091(\text{organizational justice perception}) - 0.122(\text{job satisfaction})$ .

Table 32

*Means and Standard Deviations for Nonmillennials*

	Min	Max	Mean	Std. Deviation	N
Turnover Intentions	3.00	15.00	6.1209	3.00679	91
Organizational Justice Perception	11.00	42.00	33.7143	8.06678	91
Job Satisfaction	36.00	100.00	78.8791	12.81478	91

Table 33

*ANOVA for Nonmillennials*

	Sum of Squares	df	Mean Square	F	Sig.	R <sup>2</sup>
Regression	431.481	2	215.741	49.675	.000	0.53
Residual	382.189	88	4.343			
Total	813.670	90				

Table 34

*Regression Analysis Summary for Nonmillennials*

Variable	<i>B</i>	<i>SE B</i>	$\beta$	<i>t</i>	<i>p</i>	95% CI for <i>B</i>	
						Lower Bound	Upper Bound
(Constant)	18.837	1.387		13.580	<.001	16.080	21.593
Org. Justice	-0.091	0.044	-0.245	-2.099	.039	-0.178	-0.005
Job Sat.	-0.122	0.027	-0.521	-4.457	<.001	-0.177	-0.068

Note. *N*= 91.

I performed a simple linear regression for each predictor variable in this model to determine if either organizational justice perception or job satisfaction alone was a better predictor of turnover intentions in nonmillennials than both variables together. The ANOVA results in Table 35 show that the model was able to significantly predict turnover intentions in nonmillennials using only organizational justice perception as the

predictor variable,  $F(1, 89) = 65.580, p < .001, R^2 = 0.424$ . The  $R^2$  (0.424) value indicates that approximately 42% of the variation in turnover intention is accounted for by the predictor variable, organizational justice perception. Table 36 shows the results of the regression analysis using only organizational justice perception as the predictor variable to present data showing the effect organizational justice perception ( $t = -8.098, p < .001$ ) has on turnover intentions. The predictive equation was as follows:

Turnover intentions =  $14.306 - 0.243(\text{organizational justice perception})$ .

Table 35

*ANOVA for Nonmillennials: Organizational Justice*

	Sum of Squares	df	Mean Square	F	Sig.	R <sup>2</sup>
Regression	345.198	1	345.198	65.580	.000	0.424
Residual	468.472	89	5.264			
Total	813.670	90				

Table 36

*Regression Analysis Summary for Nonmillennials: Organizational Justice*

Variable	<i>B</i>	<i>SE B</i>	$\beta$	<i>t</i>	<i>p</i>	95% CI for <i>B</i>	
						Lower Bound	Upper Bound
(Constant)	14.306	1.039		13.770	<.001	12.242	16.370
Organizational Justice	-0.243	0.030	-0.651	-8.098	<.001	-0.302	-0.183

Note. *N* = 91.

The ANOVA results in Table 37 show that the model was able to significantly predict turnover intentions in nonmillennials using only job satisfaction as the predictor variable,  $F(1, 89) = 91.444, p < .001, R^2 = 0.507$ . The  $R^2$  (0.507) value indicates that approximately 51% of the variation in turnover intention is accounted for by the predictor variable, job satisfaction. Table 38 shows the results of the regression analysis using only job satisfaction as the predictor variable to present data showing the effect job satisfaction ( $t = -9.563, p < .001$ ) has on turnover intentions. The predictive equation was as follows: Turnover intentions = 19.296 - 0.167(job satisfaction).

Table 37

*ANOVA for Nonmillennials: Job Satisfaction*

	Sum of Squares	df	Mean Square	F	Sig.	R <sup>2</sup>
Regression	412.346	1	412.346	91.444	.000	0.507
Residual	401.325	89	4.509			
Total	813.670	90				

Table 38

*Regression Analysis Summary for Nonmillennials: Job Satisfaction*

Variable	<i>B</i>	<i>SE B</i>	$\beta$	<i>t</i>	<i>p</i>	95% CI for <i>B</i>	
						Lower Bound	Upper Bound
(Constant)	19.296	1.396		13.826	<.001	16.523	22.069
Job Satisfaction	-0.167	0.017	-0.712	-9.563	<.001	-0.202	-0.132

Note. *N*= 91.

**Research Question 7: Analysis Summary**

I used standard multiple linear regression to examine the efficacy of job satisfaction and organizational justice perception influencing turnover intentions in millennials. I also performed a simple linear regression analysis on each predictor variable independently. The high correlation suggests that multicollinearity exists between the two predictor variables in the regression model. The model as a whole was able to significantly predict turnover intentions,  $F(2, 88) = 49.675, p < .001, R^2 = 0.53$ .

Both organizational justice perception ( $t = -2.099, p = .039$ ) and job satisfaction ( $t = -4.457, p < .001$ ) provide useful predictive information about turnover intention. The results of the simple linear regression analysis showed that organizational justice perception ( $t = -8.098, p < .001$ ) alone is able to significantly predict turnover intentions in nonmillennials,  $F(1,89) = 65.580, p < .001, R^2 = 0.424$ . Similarly, the results of the simple linear regression analysis using the predictor variable job satisfaction ( $t = -9.563, p < .001$ ) alone is able to significantly predict turnover intentions  $F(1,89) = 91.444, p < .001, R^2 = 0.507$ . Given that the model using both predictor variables indicates that approximately 53% of the variation in turnover intention is accounted for by the linear combination of the predictor variables, I decided to keep that model. The predictive equation was as follows: Turnover intentions =  $18.837 - 0.091(\text{organizational justice perception}) - 0.122(\text{job satisfaction})$ .

The conclusion from this analysis is that job satisfaction and organizational justice perception are statistically significantly associated with turnover intentions in nonmillennials. Because job satisfaction and organizational justice perception influenced turnover intention in nonmillennials, I rejected the null hypothesis that job satisfaction and organizational justice perception have no statistically significant influence on turnover intentions of nonmillennials in nonprofit organizations.

### **Summary**

I centered this research around seven research questions and corresponding hypotheses, which I tested using independent samples  $t$  tests and multiple linear regression analyses. The first three hypotheses were tested using the independent samples



*t* test to address one of the purposes of this research, which was to determine the differences in turnover intentions between nonmillennials and millennials in nonprofit organizations. Based on the results from those tests, I rejected two of the three null hypotheses associated with RQ1 and RQ3 and failed to reject the null hypothesis related to RQ2. Based on the data collected from 192 nonprofit employees in the current study ( $N = 192$ ), there was a statistically significant difference in the means of turnover intention scores between baby boomers and millennials and nonmillennials and millennials. Millennials experienced higher turnover intentions than baby boomers and nonmillennials, which was composed of baby boomers and Generation Xers. There was not a statistically significant difference in the means of turnover intention scores between Generation Xers and millennials.

I used multiple linear regression analyses to test the hypotheses of Research Questions 4 through 7. I chose the multiple linear regression analysis to address the other primary purpose of the current study, which was to determine if job satisfaction and organizational justice perception influence turnover intentions in nonmillennials and millennials in nonprofit organizations. Based on the data collected and sorted into the different populations, which included baby boomers ( $N = 47$ ), Generation Xers ( $N = 44$ ), millennials ( $N = 101$ ), and nonmillennials ( $N = 91$ ), I rejected the null hypotheses associated with RQ4, RQ5, RQ6, and RQ7. The results for RQ4 were that organizational justice perception and job satisfaction as a linear combination were not statistically significantly associated with turnover intentions in baby boomers. However, when I performed a simple linear regression analysis using organizational justice perception as

the only predictor variable, the results showed that organizational justice perception was statistically significantly associated with turnover intentions in baby boomers. Similarly, when I performed a simple linear regression analysis using job satisfaction as the only predictor variable, the results showed that job satisfaction was statistically significantly associated with turnover intentions.

Multiple regression tests indicated that job satisfaction has a significant influence on turnover intentions among baby boomers, Generation Xers, millennials, and nonmillennials. The results indicated that individuals with higher job satisfaction scores would have lower turnover intentions. Organizational justice perception was statistically significant in influencing turnover intentions in baby boomers, millennials, and nonmillennials. Still, organizational justice perception had no statistically significant influence on turnover intentions of Generation Xers. Based on the regression weights, the higher the organizational justice perception scores, the lower the expected turnover intention scores. The results of the multiple regression model explained how the predictor variables affect turnover intentions.

In Chapter 5, I will provide an interpretation of the data and findings presented in Chapter 4 and some conclusions. I will also describe the limitations of the study, make recommendations for future research, and discuss possible implications for positive social change.

## Chapter 5: Discussion, Conclusions, and Recommendations

Employee turnover is costly and presents significant challenges for leaders in nonprofit organizations (Marasi et al., 2016). Considering the current multigenerational workforce, leaders should know whether differences in turnover intentions exist among the different generational cohorts (Lu & Gursoy, 2016). Leaders should also be knowledgeable about the factors that could affect employee turnover intentions (Plantiveau et al., 2018), which include job satisfaction and organizational justice perception. The purpose of this quantitative, cross-sectional survey study was to examine the possible differences in turnover intentions between nonmillennials and millennials in nonprofit organizations and to examine whether job satisfaction and organizational justice perceptions influence turnover intentions. Leaders in nonprofit organizations may use the results of this study to develop organizational strategies that best suit their multigenerational workforce.

The results of this research yielded key findings associated with generational cohorts and turnover intentions. Millennials had higher turnover intentions than baby boomers. The findings also indicated that job satisfaction was a significant predictor of turnover intentions in Generation Xers, millennials, and nonmillennials, and was marginally significant in influencing turnover intentions of baby boomers. Organizational justice perception was significantly associated with turnover intentions in millennials and nonmillennials.

### **Interpretation of Findings**

The theoretical foundation that guided this study was the P-O fit theory. The theory was designed to provide a better understanding of organizational behavior based on the perspectives of the individual and the organization (Chatman, 1989). Researchers analyzed the effect of P-O fit on turnover intentions using mediating variables such as job satisfaction (Zhang, Yan, Wang, & Li, 2017) and work engagement (Memon et al., 2018). Rani and Samuel's (2016) study using P-O fit indicated that there were significant differences in work values between generational cohorts. Zhang et al. (2017) used P-O fit to perform a mediation analysis and investigate the relationship between P-O fit job satisfaction and turnover intentions. Zhang et al. found that P-O fit was a predictor of attitudinal outcomes of employees and that a lack of P-O fit led to reduced job satisfaction and increased turnover intentions.

In the current study, the findings for RQ1 to RQ3 indicated differences in turnover intentions between baby boomers and millennials. Regarding Research Question 1, millennials had higher turnover intentions than baby boomers, which is consistent with the findings of Kaifi et al. (2012) that generation affiliation influenced commitment to an organization. Kirkman's (2017) correlational study indicated that age significantly influenced turnover intentions. My findings also aligned with Becton et al.'s findings that baby boomers experienced fewer job mobility behaviors than younger generations. According to J. M. Johnson and Ng (2016), members of older generations are more committed to an organization and less likely to exhibit the intent to leave.

There were no significant differences found in turnover intentions between Generation Xers and millennials, which was the focus of Research Question 2. This finding aligned with the results of Beutell (2013). Abate (2016) also found no significant relationship between generational affiliation and turnover intentions. Stark and Farner (2015) posited that minimal differences exist among generational cohorts regarding workplace values, which could lead to organizational commitment or intent to leave an organization. Although there was a statistically significant difference in turnover intentions between nonmillennials (the combination of baby boomers and Generation Xers) and millennials, the difference was based on the weight of responses provided by the baby boomers. Future research could focus on the individual cohorts and not combine cohorts, which can give misleading information.

As a result of the findings associated with Research Questions 4 through 7, I concluded that job satisfaction was a significant predictor of turnover intentions among each of the generational cohorts. Lu and Gursoy (2016) found that job satisfaction was a significant predictor of turnover intentions. My study's findings aligned with other research by indicating higher job satisfaction leads to reduced turnover intentions. Sharma (2017) and Wilczynka et al. (2016) posited that employee job satisfaction could affect organizational commitment. Furthermore, the current study findings supported Addai et al.'s (2018) cross-sectional survey study, which indicated a significant negative relationship between job satisfaction and turnover intentions among teachers. For Research Question 4, I found that job satisfaction was not statistically significant in

predicting turnover intentions in baby boomers when it was added to a model that already contained organizational justice perception.

When I used organizational justice perception as a second variable in addition to job satisfaction in baby boomers (44 participants) and Generation Xers (47 participants), there was an indication that organizational justice perception reduced turnover intentions, but it was not statistically significant. However, when I used organizational justice perception as a second variable in addition to job satisfaction in the nonmillennial cohort with 91 participants, organizational justice perception was statistically significant in influencing turnover intentions. The research also showed that organizational justice perception was statistically significant in influencing turnover intentions in millennials when added to a model that already had job satisfaction. The results of this study slightly conflicted with previous research. Farooq and Farooq (2014) discussed how a lack of trust could lead employees to leave an organization. Farooq and Farooq identified that perceived injustice was associated with high turnover intentions. Because they were evaluating injustice, the inverse of organizational justice, another way of interpreting their findings would be that organizational justice was associated with low turnover intentions.

The findings of the current study also indicated that organizational justice and job satisfaction were statistically significant in influencing turnover intentions as stand-alone predictor variables. Job satisfaction was statistically significant in influencing turnover intentions in each generational cohort. Organizational justice perception was statistically significant as the only predictor variable in influencing turnover intentions in baby

boomers, millennials, and nonmillennials. These findings also aligned with previous research indicating the importance of job satisfaction in organizational commitment.

### **Limitations of the Study**

One limitation of this study was that employees of nonprofit organizations in the United States, from various industries, participated in the survey. Future researchers could use a more targeted approach and include participants from specific industries within the nonprofit sector, such as veteran service organizations. Taking a narrower approach may allow a researcher to generalize the population more effectively. Another limitation was the type of demographic information collected. More information about the kinds of roles individuals held within the nonprofit organizations could have been beneficial. Understanding whether the turnover intentions for entry-level, mid-level, and senior-level employees differ could be the basis for developing programs that target retaining employees at different stages of their employment. Although this study focused on generational cohorts, another limitation was that I did not consider employee tenure. Based on findings from future studies, leaders may create programs targeting employees with different tenures to minimize voluntary turnover.

In this study, I wanted to represent the generational cohorts that were the most prominent in the workforce. The generational cohorts I used were baby boomers, Generation Xers, and millennials. A limitation concerning the generational cohorts was my intentional omission of Generation Z due to their minimal representation in the workforce (see Fry, 2018). Future researchers could include Generation Z because they will continue to enter the workforce as baby boomers exit.

A final limitation of the study was that I used the quantitative approach with survey instruments. The survey method allows a participant to rapidly respond to questions without giving any thought to the questions. Valid survey question responses are dependent on a participant's ability to interpret each item correctly, and do not provide the participant with an opportunity to ask for clarity. A mixed-methods approach could provide more clarity to the turnover intentions of participants from different generational cohorts. A researcher using the mixed-methods approach could include a survey and structured interviews to collect data. The responses provided by participants in interviews could add to the study's reliability.

### **Recommendations**

Recommendations for further research include Generation Z as more employees from that generational cohort enter the workforce. It could be beneficial to determine whether there are differences in turnover intentions between Generation Xers, millennials, and Generation Z employees in nonprofit organizations. Leaders could benefit from knowing what causes employees from each generational cohort to consider leaving the organization. Additional research could include employees from different industries, including for-profit organizations. Researchers could identify industries with high turnover and determine whether there are differences in turnover intentions between the generational cohorts.

The current study also focused on determining whether attitudinal factors such as job satisfaction and organizational justice perceptions influenced turnover intentions in members of the different generational cohorts. Future research could address the



relationship between intrinsic, extrinsic, and general satisfaction and organizational justice perceptions. Results could provide a more in-depth understanding of what predictors influence job satisfaction in generational cohorts from a positive and negative perspective.

Organizational justice perception was another predictor variable that I used in this study. Other researchers examined organizational justice perceptions by analyzing the four different types of justice: distributive, procedural, informational, and interactional justices. Future researchers should use the same predictor variables and account for the relationship of each of the four types of organizational justice.

Future researchers could employ a qualitative or mixed-methods approach such as to gain a more in-depth understanding of what leads to turnover intentions in the different generational cohorts. The researcher could gain a better understanding of how participants interpret job satisfaction and organizational justice perception through semi-structured interviews.

### **Implications for Social Change**

The results of this research can provide valuable insight into the voluntary turnover intentions of employees in nonprofit organizations. Organizational leaders could conserve corporate resources and cut costs related to recruitment and hiring new employees by reducing employee turnover. Understanding factors that lead to turnover intentions is crucial for retaining valuable employees, especially in nonprofit organizations, due to limited resources. In a multigenerational workforce, leaders must understand how the factors that lead to employee turnover affect each group of

employees. The results of this study indicated a strong relationship between job satisfaction and turnover intentions for Generation Xers and Millennials. The results also indicated an association between organizational justice perception and turnover intentions in millennials.

Turnover rates aligned with organizational objectives could allow leaders of nonprofit organizations to conserve resources and focus on ensuring workers have the necessary tools to perform their jobs. Employees of nonprofit organizations could experience enhanced health and well-being from minimized stress due to reduced turnover intentions. Organizations could experience positive social change with reduced turnover intentions by having more employees focused on the organization's mission and vision.

Understanding how the different generational cohorts view job satisfaction and organizational justice perceptions may help leaders focus on areas that benefit their workforce. Satisfied employees are less likely to think about leaving an organization, which could result in reduced voluntary turnover. When good employees leave an organization, they not only take their experience, they also depart with organizational knowledge, which can take time to replace.

When organizations operate at maximum efficiency and productivity, their customers reap the benefits. Leaders may use the data from this study to review their policies and implement procedures that meet the needs of the generational cohorts in the workforce, which may lead to improved service delivery and a better experience for all

stakeholders. Because nonprofit organizations provide a service, efficient operations contribute to the betterment of society.

### **Conclusions**

Voluntary employee turnover can be costly. An inability to retain employees can place a strain on organizations and affect productivity and performance (Hayes, 2015). Organizations experiencing high turnover also experience low employee morale and higher employee stress (Hayward, Bungay, Wolff, & MacDonald, 2016). Turnover intention is a good predictor for employee turnover (Nair & Salleh, 2017), so it is essential to analyze employee turnover intentions. The purpose of the current quantitative cross-sectional study was to examine the differences in turnover intentions between nonmillennials and millennials in nonprofit organizations and examine whether job satisfaction and organizational justice perception influence turnover intentions in nonmillennials and millennials in nonprofit organizations. This study consisted of a survey composed of questions from three instruments using a Likert scale.

I used an independent samples *t* test to test the first three hypotheses and answer the first three research questions. Responses from 192 surveys completed by employees of nonprofit organizations were the basis for this research. The results revealed a statistically significant difference in turnover intentions between baby boomers and millennials (RQ1) and nonmillennials and millennials (RQ3). Millennials had higher turnover intentions in both instances. However, there was no statistically significant difference in turnover intentions between Generation Xers and millennials. These results were consistent with previous studies (Becton et al., 2014).

To test the remaining four hypotheses and answer Research Questions 4 through 7, I used multiple linear regression analysis for each generational cohort. The findings revealed that job satisfaction was a significant predictor of turnover intentions in Generation Xers, millennials, and nonmillennials. The results were also on the margin of being statistically significant in influencing turnover intentions of baby boomers when added to a model that already had organizational justice as a predictor variable. The findings also revealed that organizational justice perception had a statistically significant influence on turnover intentions of millennials and nonmillennials (the combination of baby boomers and Generation Xers). Organizational justice perception had no statistically significant influence on turnover intentions of Generation Xers. Like job satisfaction, organizational justice was on the margin of being statistically significant in influencing turnover intentions of baby boomers when added to a model that already had job satisfaction as a predictor variable.

The results of the current study are consistent with earlier findings about organizational justice and job satisfaction as predictors of turnover intentions among teachers in Ghana (Addai et al., 2018). Addai et al. found that job satisfaction and organizational justice perceptions had a significant negative relationship with turnover intentions. The research of Suifan et al. (2017) and Tourani et al. (2018) yielded findings consistent with the findings presented by Addai et al. and in the current study. The consistent findings in studies conducted across different industries have enhanced my level of confidence in the results of the current study.

The P-O fit theory (1989) served as the theoretical foundation for the current study, supported by the rejection of five of the seven null hypotheses tested in this study. The P-O fit theory was a guide to understanding organizational behavior based on the perspectives of the individual and the organization. Individuals use this perception of P-O fit to determine whether to remain with their current organization (see Grobler, 2016). In the current research, the P-O fit theory allowed me to gain a better understanding of employee turnover intentions and how job satisfaction and organizational justice perception significantly influence turnover intentions.

To retain employees, leaders must gain the knowledge to understand their employees' job satisfaction levels and work to address the issues. Leaders in nonprofit organizations should review the findings of this study and focus on meeting the needs of their employees. If organizations experience high voluntary turnover rates that lead to a negative impact on the organization, leaders should evaluate the climate within their work areas and implement changes to reduce turnover by enhancing employee job satisfaction and organizational justice.

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## Appendix A: Eligibility Questionnaire

Please choose the answer that best represents you.

1. Are you currently working in a nonprofit organization?

(1) Yes

(2) No

2. Do you currently work in the United States?

(1) Yes

(2) No

3. Where you born between January 1, 1946, and December 31, 2000?

(1) Yes

(2) No

4. What year were you born?

(1) 1946 to 1965

(2) 1966 to 1980

(3) 1981 to 2000

(4) Not Listed

5. What is your gender?

(1) Male

(2) Female

(3) I prefer not to answer

(4) Other

Appendix B: Mobley, Horner, and Hollingsworth's Intent to Stay Scale

Please indicate the degree of your agreement or disagreement with each statement by checking a number from 1 (strongly disagree) to 5 (strongly agree) using the scale below.

1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree

- |   |           |
|---|-----------|
| 1. I often think of leaving the organization.                       | 1 2 3 4 5 |
| 2. I intend to look for a new job within the next year.             | 1 2 3 4 5 |
| 3. If I could choose again, I would not work for this organization. | 1 2 3 4 5 |

Appendix C: Request and Permission to Use Intent to Stay Instrument

Kevin Dennis  
Thu 3/5/2020 2:14 PM  
Kevin Dennis

----- Forwarded Message from LinkedIn -----

Forwarded from Tim Hollingsworth (linkedin.com/in/tim-hollingsworth-50927a5):

You have our permission to use the scale with our best wishes! I would be interested in your results as I am on the board of a number of not-for-profit organizations (hopefully not nonprofit). ATH

Kevin Dennis  
Thu 3/5/2020 2:13 PM  
Kevin Dennis

----- Forwarded InMail Message from LinkedIn -----

Permission to Use Mobley, Horner, and Hollingsworth (1978) Intent to Stay Scale

Good afternoon Dr. Hollingsworth,

I am currently a doctoral candidate at Walden University, and I would like to have permission to use the three-item Intent to Stay Scale that was introduced by you and two other scholars, Horner, S. O., and Hollingsworth, A. T. in 1978. I attempted to reach out to Dr. Mobley, but I have not been able to reach him.

My research is focused on Turnover Intentions: The Differences Between Nonmillennials and Millennials in Nonprofit Organizations.

Your permission would be greatly appreciated. Thanks in advance for your assistance.

Kevin Dennis  
email: kevin.dennis@waldenu.edu  
phone: 470.302.1156

Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied Psychology*, 63, 408-414. <http://dx.doi.org/10.1037/0021-9010.63.4.408>



Appendix D: Ambrose and Schminke's Perceived Overall Justice (POJ) Scale

Please indicate the degree of your agreement or disagreement with each statement by selecting a number from 1 (strongly disagree) to 7 (strongly agree).

1 = strongly disagree; 2 = moderately disagree; 3 = slightly disagree; 4 = neutral; 5 = slightly agree; 6 = moderately agree; 7 = strongly agree

- |   |               |
|---|---------------|
| 1. Overall, I'm treated fairly by my organization.  | 1 2 3 4 5 6 7 |
| 2. Usually, the way things work in this organization are not fair (reverse scored).             | 1 2 3 4 5 6 7 |
| 3. In general, I can count on this organization to be fair.                                     | 1 2 3 4 5 6 7 |
| 4. In general, the treatment I receive around here is fair.                                     | 1 2 3 4 5 6 7 |
| 5. For the most part, this organization treats its employees fairly.                            | 1 2 3 4 5 6 7 |
| 6. Most of the people who work here would say they are often treated unfairly (reverse scored). | 1 2 3 4 5 6 7 |

## Appendix E: Request and Permission to Use Perceived Overall Justice (POJ) Instrument

From: Maureen Ambrose <email redacted>  
Sent: Tuesday, March 3, 2020 7:16 AM  
To: Kevin Dennis <email redacted >  
Subject: Re: Permission to Use the Perceived Overall Justice Scale for Doctoral Research

Hi Kevin.

Of course. We'd be happy to have you use the scale.

Maureen

Maureen L. Ambrose  
Gordon J. Barnett Professor of Business Ethics  
& Pegasus Professor  
Management Department  
UCF

<Phone number redacted> (office)

From: Kevin Dennis <email redacted>  
Sent: Monday, March 2, 2020 10:55 PM  
To: Maureen Ambrose <email redacted>  
Subject: Permission to Use the Perceived Overall Justice Scale for Doctoral Research

Dr. Ambrose,

Good evening. I am currently a doctoral candidate at Walden University. I am conducting a study titled "Turnover Intentions: The Differences Between Nonmillennials and Millennials in Nonprofit Organizations." I am writing in effort to gain permission to use the 6-item POJ scale introduced by Ambrose and Schminke in 2009. My intent is to use the scale in its original form for my study.

I sincerely appreciate your consideration. If you have any questions, I can be reached at this email address or by phone at 470.302.1156.

Thanks in advance,  
Kevin Dennis

Ambrose, M. L. & Schminke, M. (2009). The role of overall justice judgments in organizational justice research: A test of mediation. *Journal of Applied Psychology*, 94(2), 491-500. doi:10.1037/a0013203

Appendix F: Minnesota Satisfaction Questionnaire (MSQ) Instrument

minnesota satisfaction questionnaire  
(short-form)



**Vocational Psychology Research**  
**UNIVERSITY OF MINNESOTA**

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## minnesota satisfaction questionnaire

The purpose of this questionnaire is to give you a chance to tell **how you feel about your present job**, what things you are **satisfied** with and what things you are **not satisfied** with.

On the basis of your answers and those of people like you, we hope to get a better understanding of the things people **like and dislike about their jobs**.

On the next page you will find statements about your **present job**.

- Read each statement carefully.
- Decide **how satisfied you feel about the aspect of your job** described by the statement.

Keeping the statement in mind:

—if you feel that your job gives you **more than you expected**, check the box under **“Very Sat.”** (Very Satisfied);

—if you feel that your job gives you **what you expected**, check the box under **“Sat.”** (Satisfied);

—if you **cannot make up your mind** whether or not the job gives you what you expected, check the box under **“N”** (Neither Satisfied nor Dissatisfied);

—if you feel that your job gives you **less than you expected**, check the box under **“Dissat.”** (Dissatisfied);

—if you feel that your job gives you **much less than you expected**, check the box under **“Very Dissat.”** (Very Dissatisfied).

- Remember: Keep the statement in mind when deciding **how satisfied you feel about that aspect of your job**.
- Do this for **all** statements. Please answer **every** item.

**Be frank and honest.** Give a true picture of your feelings about your **present job**.

Ask yourself: How **satisfied** am I with this aspect of my job?

**Very Sat.** means I am very satisfied with this aspect of my job.

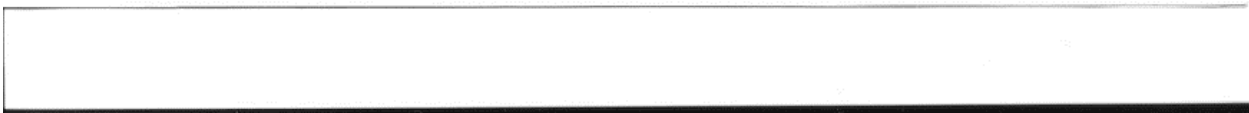
**Sat.** means I am satisfied with this aspect of my job.

**N** means I can't decide whether I am satisfied or not with this aspect of my job.

**Dissat.** means I am dissatisfied with this aspect of my job.

**Very Dissat.** means I am very dissatisfied with this aspect of my job.

<b>On my present job, this is how I feel about . . .</b>	Very Dissat.	Dissat.	N	Sat.	Very Sat.
1. Being able to keep busy all the time .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. The chance to work alone on the job .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The chance to do different things from time to time .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The chance to be "somebody" in the community .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The way my boss handles his/her workers.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The competence of my supervisor in making decisions .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Being able to do things that don't go against my conscience .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The way my job provides for steady employment .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The chance to do things for other people .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. The chance to tell people what to do .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. The chance to do something that makes use of my abilities .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. The way company policies are put into practice .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. My pay and the amount of work I do .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. The chances for advancement on this job .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. The freedom to use my own judgment .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. The chance to try my own methods of doing the job .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. The working conditions .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. The way my co-workers get along with each other .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. The praise I get for doing a good job .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. The feeling of accomplishment I get from the job .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Very Dissat.	Dissat.	N	Sat.	Very Sat.



## Appendix G: MSQ Permission Documentation



### (MSQ) Minnesota Satisfaction Questionnaire

VPR no longer sells the MSQ questionnaires. All forms are available under a [Creative Commons Attribution-NonCommercial 4.0 International License](#). This license allows the instrument to be used for research or clinical work free of charge and without written consent, provided that you acknowledge Vocational Psychology Research, University of Minnesota, as the source of the material in your reproduced materials (printed or electronic). This license does not allow commercial use or reproduction for sale. The MSQ may be used without cost, however, for employee surveys provided that the survey is implemented within an organization and that no charges are made for its use.

VPR and the University of Minnesota do not offer scoring for the MSQ and cannot answer questions about its administration or scoring. Directions for scoring the MSQ are in its manual.

#### Description

The Minnesota Satisfaction Questionnaire (MSQ) is designed to measure an employee's satisfaction with his or her job. Three forms are available: two long forms (1977 version and 1967 version) and a short form. The MSQ provides more specific information on the aspects of a job that an individual finds rewarding than do more general measures of job satisfaction. The MSQ is also useful in exploring client vocational needs, in counseling follow-up studies, and in generating information about the reinforcers in jobs.

#### Format

The MSQ is a paper-and-pencil inventory of the degree to which vocational needs and values are satisfied on a job. The MSQ can be administered to groups or to individuals, and is appropriate for use with individuals who can read at the fifth grade level or higher. All three forms are gender neutral. Instructions for the administration of the MSQ are given in the booklet. The MSQ Long Form requires 15 to 20 minutes to complete. The Short Form requires about 5 minutes. Unless the 15 to 20 minutes required for the Long Form is impractical, it is strongly recommended that the Long Form be used, as it provides much more information for the short additional administration time required.

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