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Generation X and Millennial Registered Nurse Job Satisfaction

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Abstract

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Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Nursing: Interdisciplinary Health

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Abstract

The healthcare sector in the United States faces challenges in recruiting and retaining nurses, resulting in a shortage of professional nurses to provide care. Workplace job dissatisfaction among generations has been recognized as a contributor to the ongoing nursing shortage problem. The purpose of this quantitative comparative study, guided by Maslow's and Herzberg's theories, was to compare registered nurse (RN) job satisfaction by gender, generation, union and Magnet affiliations, and nurse turnover using secondary data obtained from the Robert Woods Johnson Foundation Newly Licensed Registered Nurses (NLRN) Work Study Project. The random sample of 220 cases was drawn from the NLRNs original study of 1,706 RNs from 14 states within the U.S. Study results were analyzed using ANOVA and showed no statistically significant differences in RN gender and generational group in job satisfaction. No statistically significant differences were noted in RN generation and Magnet or union affiliation on job satisfaction. There were no statistically significant differences or interactions noted between generation and job satisfaction on NLRN turnover. Future recommendations for research include replicating the study with the Generation Z nurses and examining additional characteristics that may impact job satisfaction. The research findings may contribute to positive social change by raising awareness about the differences in the Generation X and millennial RN population and potential retention and recruitment strategies that address job satisfaction.

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Dedication

I dedicate this dissertation to my husband, Terrence, and my three children, Terrence Jr., Germany, and King. Your continued love and support have provided me the opportunity to experience a feeling of unconditional love and inspiration in every facet of life. Without your support, this process would have been impossible. We have loved, lived, and tackled many challenges in this world together. You are my hope and inspiration and my ultimate reason for living. I love you all very much, and I am excited to complete this journey with your unconditional love and support.

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Part 1: Overview: Generation X and Millennial Registered Nurses' Job Satisfaction

Introduction

A national shortage of registered nurses (RNs) in the United States places a challenge on employers to retain nursing staff as nurse–patient staffing ratios increase and nurse retention decreases. In turn, nurses experience job dissatisfaction, challenging employers to prevent employee turnover. Turnover prevention has been shown to result in improving patient safety (Blegen et al., 2017). The Institute of Medicine (IOM, 2010) addressed the problem in its publication "To Err Is Human" and reported on initiatives to prevent medical errors and provide quality patient care. However, since its publication in 2010, the nursing shortage continues to threaten quality patient care and places stress on nurses (American Hospital Association, 2019). Global nurse shortages have been on the rise for decades and continue to present a problem for healthcare agencies and consumers. The shortage is due, in part, to an aging baby boomer population of nurses retiring from the workforce and the already stressed remaining nurses who become dissatisfied with the working conditions (Kershaw, 2011). While the need for nurses is expected to rise in the coming years, shortage leads to patients being at greater risk resulting from medical errors (Kershaw, 2011). Patients and their families depend on nurses and healthcare organizations to deliver quality healthcare services and prevent medical errors.

In 2019, the American Health Care Association (AHCA) reported that 110,000 nurse staff positions were vacant and difficult to fill with qualified nursing candidates. Furthermore, the AHCA suggests that the number of vacant nursing positions continues

to rise because nurses currently in the field report more instances of feeling overworked, burnt out, and dissatisfied with their jobs. As a result, healthcare organizations are unable to retain nurses. Several factors impact nursing shortages, including insufficient staffing, low employee morale, and employee disengagement. These factors result in an upsurge of job dissatisfaction and increased turnover. Therefore, it is important that healthcare organizations initiate priorities that promote job satisfaction within the nursing workforce.

The United States nursing workforce is comprised of nurses who represent the baby boomer generation, Generation X, and millennials. Howe and Strauss (2014) define *baby boomers* as individuals born between 1943 and 1960, *Generation X* as those born from 1961 to 1981, and *millennials* as people born between 1982 and 2004. Baby boomers are due to retire as many are approaching retirement age, creating a national shortage of RNs and an increasing demand for consumer-related healthcare services (Coburn & Hall, 2014). Meanwhile, the millennial generation continues to rise as a workforce majority, while Generation X falls shortly behind the millennials. By 2020, it is expected that millennials will comprise more than 50% of the nursing workforce and will include 75% of the overall United States workforce (Coburn & Hall, 2014). Both Generation X and millennials are expected to be at the forefront of the nursing workforce. A forecast by the United States Census (2018) projects that by 2025 millennials will lead employment trends by outnumbering baby boomers and Generation X, which is primarily resulting from an aging nursing workforce.

Remaining baby boomer nurses are expected to retire or depart their nursing careers by 2024 (Grant, 2016), contributing to a major shortage of nurses in the workforce. The American Association of College of Nursing (2018) has reported an increase in the national RN shortage for the past four decades. The specific problem must be urgently addressed as the American Association of Colleges of Nursing (2019) projects that the number of nurses needed by 2024 will range from 649,100 to 1.09 million.

Researchers have studied extensive data related to nurses' job satisfaction. Keepnews et al., (2010) provided a platform for future researchers examining nurses' generational differences, and an exploration of job satisfaction and nurse retention. Suggestions for future studies include a need to further study nurses' generational levels of job satisfaction. The authors proposed that the upsurge in nurse turnover has been attributed to nurses' multiple generations needs and organizational constructs, such as low RN pay, increased workload, inflexible work hours, and lack of recognition and preceptor and mentorship programs, which results in nurse burnout (Keepnews et al., 2010).

The purpose of this study was to compare Newly Licensed Registered Nurse (NLRN) job satisfaction by gender, generation, and union and Magnet affiliations and nurse turnover. Three manuscripts were generated with a view to raise awareness that could help increase nurses' job satisfaction, reduce turnover, and ultimately reduce nursing shortages.

Background

There are many reports on nurses' job satisfaction and the national nursing shortage. This section includes a synthesis of studies that correlate to the dissertation research of Generation X and millennials' gender, union and Magnet affiliation, and job satisfaction. Blegen et al., (2017) explored NLRNs' personal characteristics and hospital characteristics. The findings suggest that nurses' personal characteristics and hospital characteristics have a significant effect on nurse retention and could negatively affects future nursing shortages if not addressed by leaders in healthcare work environments.

Nurse job dissatisfaction is a problem evidenced by increased nurse turnover and increased cost when hiring replacement nurses (Blegen et al., 2017), implying that the problem can be costly for healthcare organizations. According to Khan et al., (2018), RN turnover costs organizations additional time and money to recruit, train, and replace nurses. Organizational loss in revenue can range from $20,000 to $60,000 per new RN hire. Thus, while hospitals incur additional expenses, patients are at risk of medical errors resulting from the limited supply of nursing staff.

To reduce potential turnover and improve satisfaction, nurses hope to prevent burnout and obtain a sense of self-actualization and job contentment before exiting the nursing profession entirely (Blegen et al., 2017). Burnout can result from extreme work stress caused by intense exhaustion, tension, or fatigue, which results in psychological stress, job dissatisfaction, and turnover that further exacerbates the nursing shortage (Coburn & Hall, 2014). In addition, Coburn and Hall (2014) explained that higher levels of RN job satisfaction lower burnout and reduces employee turnover. Increasing nurse

job satisfaction can foster a work environment of staff happiness, teamwork, and long-term employment commitment.

The United States Department of Labor (2010) explained that RNs comprise one of the largest healthcare occupations. There are 3.3 million RNs licensed to practice in the United States, and although the supply of nurses seems vast, there is a growing demand for RNs in healthcare. According to Coburn and Hall (2014), the nursing supply is expected to decrease in 2022, leaving 1.2 million nurse vacancies in healthcare organizations throughout the United States. Therefore, the shortage of RNs is projected to double by 2025, and there will be approximately 2.2 million nurse vacancies over the next 10 years (American Association of Colleges of Nursing, 2019).

The increase in RN vacancies further intensifies the nursing shortage. This problem is relevant to the discipline of nursing and healthcare and is a driving force behind studies conducted to examine nurse turnover, indicating that nurses' job dissatisfaction and the aging baby boomer population are contributing to the shortage. Researchers, such as Keepnews et. al. (2010), have conducted quantitative studies of generational differences among NLRNs as a necessary step toward establishing and maintaining supportive multiple generations nursing workplace environments.

Keepnews et al., (2010) sought to discover what differences in characteristics, workplace experiences, and work-related attitudes exist between NLRNs who belong to the baby boomer, Generation X, and millennial generations. The National Council of State Boards of Nursing (2015) reported that baby boomers and are quickly approaching retirement age. Because Generation X and millennials make up the remaining population

of the United States nursing workforce, understanding the difference between nurses'
gender, unionization, Magnet affiliation, and job satisfaction is of vital importance, and
the findings can have a positive impact on the nursing profession by providing insight
into the reasons for the shortage and help to overcome nursing shortages (Christopher et
al., 2017).

Members of Generation X were born during a time of decreasing birth rates in the
United States (Christopher et al., 2017). Colby and Ortman (2014) reported there are
approximately 44 million Generation X individuals and 77 million baby boomers. The
United States Census (2018) reported that millennials will take the employment lead by
outnumbering baby boomers and Generation X by 2026. As baby boomers retire over the
next decade, millennials are projected to take the employment leads by accounting for
75% of the workforce by 2025 (United States Census, 2018). With this demographic
change in the population of nurses serving the community, and given the dire statistics of
nurse shortages facing healthcare organizations, there is a need to understand the
influences that contribute to job satisfaction and promote retention among Generation X
and millennial RNs.

The critical constructs of my study included RNs job satisfaction and turnover
rates. The three manuscripts presented target RNs, nursing leaders, educators, and
healthcare organizations who employ nurses in all healthcare settings. The purpose of my
study was to explore the differences between Generation X and millennial RNs gender
and union and Magnet affiliations to determine how these variables related to nurses' job
satisfaction and the impact of nurse turnover. The manuscripts were generated with a

view to raise awareness that could help increase nurses' job satisfaction, reduce turnover, and ultimately reduce nursing shortages.

The Advisory Board Company (2019) is a best practice research firm that partners with 4,400 healthcare organizations to tackle healthcare issues and strategies for success. The Advisory Board Company found that bedside RN turnover rate in 2015 was 12% and continues to rise. Working millennials are on the rise and comprise 30% of the nursing workforce and will make up 75% of overall employment over the next 10 years (Advisory Board Company, 2019). The millennials are known as a dynamic and confident group of individuals (Colby & Ortman, 2014). Colby and Ortman (2014) stated that millennials are known to be opinionated and straightforward and prefer to remain close to their families and social networking. The millennials are, as a group, experts at technology and are readily able to access electronic communication and learn up-to-date technology (Colby & Ortman, 2014). The millennial nurse population is growing, and therefore it is essential to further explore job satisfaction with a view to reducing turnover among this population.

Other researchers have illustrated how various generations or nurses are retained by healthcare organizations that focus on nurses' job satisfaction and reducing turnover. Christopher et al., (2017) investigated job satisfaction among Generation X nurses' characteristics, stereotypes, social exposures, occupational values, and their political and economic influence. Generation X is known to "work to live" by maintaining a work-life balance between work and family or leisure time. They are considered hard workers and tend to commit to their jobs. However, they expect professional growth and tenured

promotion (Jobe, 2014). Jobe (2014) described Generation X as realistic, team-oriented individuals with advanced technological skills. They prefer working independently and usually apply their abilities and expertise in working environments. To achieve a sense of satisfaction and self-actualization, autonomy and increased wages are of great importance to Generation X.

Kovner and Brewer's (2016) NLRN New Cohort 3 Survey is the third stage of a longitudinal survey in which they also explored nurses' characteristics, job satisfaction and intent to remain employed with their current healthcare organization. The researchers studied NLRN cohorts who attained their initial license to practice nursing between August 1, 2014, and July 31, 2015. The investigators formed the RN Work Project, a national survey of nurses funded by the Robert Wood Johnson Foundation (Kovner & Brewer, 2016). Kovner and Brewer (2016) interviewed nurses regarding their job satisfaction, education, employment intentions, and attitudes—including their intent to stay and specific work preferences. Kovner and Brewer (2016) found several themes regarding the importance of preventing burnout by allowing nurses time to perform their nursing responsibilities during work shifts and addressing the lack of available resources, such as ancillary staff, equipment, and consistency in standards regarding care for patients. The results revealed that poor nursing leadership and management leads to low staff morale and job dissatisfaction. There is an urgent need for healthcare leaders to retain nurses and maintain job satisfaction, as dissatisfied nurses have options for additional employment and educational opportunities and can increase turnover and further exacerbate nursing shortages (Kovner & Brewer, 2016). However, research is

required to identify if such findings are most prevalent in Generation X or millennial nurses because these are the most dominant generations employed in nursing.

I conducted a search of the Walden University Library databases, which included PubMed, MEDLINE with Full Text, CINAHL Plus with Full Text, Inter-university Consortium for Political and Social Research, PubMed, ProQuest Central, Google Scholar, and dissertations and theses. Key terms used for the search included *job satisfaction, nursing shortage, generational cohorts, baby boomers, Generation X, millennials, retention, turnover, nurse supply and demand, Maslow, Herzberg, job dissatisfaction, gender, union,* and *Magnet* to ensure exhaustion of the literature. The open-ended literature search resulted in a peer-reviewed publication of sources from 2014–2019. I also researched doctoral capstones from the Walden University Library. Several results found in the literature search detailed that nurses' job dissatisfaction can affect turnover and increase shortages. The search results also revealed the need for additional literature supporting how nurses' generational cohorts, gender, and organizational characteristics such as Magnet and union affiliation contribute to increasing nurses' job satisfaction and retention and decrease nursing shortages. Managing nurses in the workforce can be challenging for healthcare organizations; nurse leaders and educators seek to understand how to increase nurses' job satisfaction. Dissatisfied nurses tend to leave their jobs to obtain advanced degrees, or they accept temporary travel assignments, seek employment with another healthcare organization, or leave the profession entirely (Christopher et al., 2017).

Theoretical Framework

I used Maslow's (1970) humanistic theory of personality as the theoretical

framework (1970). Maslow's hierarchy is a motivational theory used in psychology and

nursing practice today. The levels comprise a five-tier model of human needs presented

as a pyramid. From the lowest level of the pyramid, the needs are physiological, safety,

love and belonging, esteem, and self-actualization. The upper needs emerge when

individuals feel they have sufficiently satisfied the lower needs. This theory relates to my

research as individuals' basic needs are required before attaining self-actualization and

job satisfaction.

Maslow's hierarchy of human needs provides a pyramid to prioritize an

individual's holistic desires. Individuals attempt to achieve the highest level of the

pyramid of self-actualization. Maslow (1970) defines self-actualization as the fulfillment

of an individual's needs, talents and potentialities, or a full realization of potential. Self-

actualized people are motivated, satisfied, and develop a sense of reaching the apex of

self-fulfillment. However, self-actualization occurs only after an individual's basic needs

are met, thus driving a continuum of humanistic aspirations beginning with physiological

needs, safety and security, love and belonging, esteem, and finally, self-actualization. All

requirements are needed to obtain overall satisfaction and a sense of human well-being.

This theory relates to the research of study as healthcare organizations work to achieve

RNs unmet needs and aim to promote workplace satisfaction.

Maslow's (1979) theory relates to nurses requiring physiological safety, love,

belonging, and esteem. These needs would need to be met before individuals can achieve

satisfaction or self-actualization, which is a desire to become the most that one can be. To attain job satisfaction for individual RNs, decreasing workloads and providing adequate break times for meals while working is required. Nurse leaders can work toward ensuring nurses feel a sense of safety by providing a work environment without lateral violence, or through leadership cohesion (McLeod, 2018). Moreover, nurses seek to obtain a sense of love and belonging while working on their preferred nursing units. Positive organizational characteristics, such as a clean work environment, adequate training, and nurse autonomy, provide motivation for nurses as they progress to optimum levels of job satisfaction and develop a sense of self-actualization.

I also used Herzberg's (1959) two-factor motivator-hygiene theory, which is similar to Maslow's theory. According to Herzberg (1967), motivating factors are employee responsibility and career advancement while the hygiene factors prevent employee dissatisfaction and are considered part of employees' work environment and interpersonal work relationships. Herzberg's theory has been modified and motivating and hygiene factors are considered intrinsic and extrinsic factors of job satisfaction. Herzberg's (1966) need/value fulfillment theory is a broader alternative that suggests intrinsic (motivational) factors and extrinsic (hygiene) factors are drivers of job satisfaction and dissatisfaction. According to Wernimont (1996), some employees are motivated by factors such as employee recognition, work achievement, performance, promotion, and accountability. According to Hackman and Oldham (1976), employees become dissatisfied as a result of negative extrinsic factors such as low salary, organizational policies, communication, interpersonal relationships, and working

conditions. In addition, the focus of the three manuscripts is to gain an understanding of nurses' specific job satisfaction needs among generational cohorts.

Figure 1 illustrates how Maslow and Herzberg's theories interact to support this study. The diagram depicts a hierarchy of how nurses' physiological needs, such as food, shelter, salary, and wages, are essential factors of job satisfaction. Next, individuals' safety and security needs are related to working conditions and job security. The social needs coincide as individuals develop a sense of belonging, teamwork, and leadership support. The esteem needs include job status or being recognized for a job well done. If all requirements are met, employees can reach their full potential of self-actualization and satisfaction with their job and responsibilities.

Figure 1

Maslow and Herzberg's Models of Job Satisfaction and Motivation

The findings associated with this study provide a platform for social change in organizations where the needs of the Generation X and millennial nursing workforces are not well understood. I intend to contribute to closing the gap in the nursing literature and providing additional evidence to support strategies for improving job satisfaction and retention among Generation X and millennial nurses. This study provides greater insight into nurses, leaders, and healthcare organizations regarding the importance of nurse satisfaction to alleviate the impending national shortage of RNs. The implications of the research findings also provide a social construct for healthcare organizations while raising increased awareness of the multiple generations of nursing professionals (Kosterlitz & Lewis, 2017). The research findings provide an original contribution to organizations and nurse leaders by examining the difference between the two most predominant generations employed in healthcare.

Overview of the Manuscripts

An understanding of nurse job satisfaction and turnover among generational cohorts is vital for healthcare consumers and organizations that employ nurses. Nevertheless, the literature fails to explore Generation X and millennial nurses' job satisfaction and how the generational cohorts can improve the nursing shortage and quality of patient care throughout the United States. Therefore, three studies were conducted with the intent of gaining an understanding of nurses' job satisfaction as it relates to the generational cohorts in the nursing workforce and to address the current and projected shortage in nursing.

The findings from this study may improve organizational leaderships' awareness of the need for understanding the multigenerational nurses employed at the setting. Resulting from the impending nursing shortage and the influx of Generation X and millennial nurses, the findings will promote retention of multigenerational nurses in healthcare organizations (Kosterlitz & Lewis, 2017). The study results are related to the practice of nursing; quantitative research was used to examine Generation X and millennial RNs gender and the organizational characteristics of Magnet and union affiliation that will contribute to nurses' job satisfaction and to the literature on reducing national nursing shortages. Thereby, the study will help healthcare organizations to understand the importance of coordinating efforts for job satisfaction among the generational cohorts in their employment. The increase in healthcare consumer demand and the importance of supplying and retaining RNs to care for patients makes this study significant to nursing practice and to healthcare quality and, as such, promotes positive social change.

Manuscript 1

Specific Problem

Nurses from various generations possess unique characteristics that could contribute to job satisfaction, employee retention, and to the literature on reducing the national nursing shortage (Christopher et al., 2017). Demands have increased for consumer healthcare services and delivery of quality patient care, along with an immediate need for additional nurses. According to the United States Department of Health and Human Services (2019), the expansion of healthcare coverage to over 20

million individuals calls for additional RNs to provide quality healthcare. Meanwhile, healthcare organizations are facing national nursing shortages and there is limited evidence that suggests there will be enough nurses available to meet the current and future demands for consumer healthcare and quality patient care. The Bureau of Labor Statistics (2018) detailed an increase in RN turnover resulting from an aging workforce and impending national nursing shortage.

Recent literature does not provide evidence of the changing trend in the nursing demographics and how organizations can retain employees from different generations (Christopher et al., 2017). A study revealed that gender differences have an impact on a medical professional's job satisfaction and that women report equal or greater job satisfaction than men despite feeling objectively inferior in workplace environments (Maio et al., 2017). While female RNs are satisfied with their jobs because of lighter workloads and having a sense of work achievement, they are dissatisfied by a lack of promotional opportunities. However, male RNs were less satisfied with their jobs because of increased work hours but were happy with promotional opportunities and increased wages (Maio et al., 2017). Evidence from Coburn and Hall (2014) revealed similar levels of burnout, job satisfaction and turnover intention among Generation X and millennials. Factors influencing job dissatisfaction influence desires to explore different work options. Millennials require rapid career advancements and recognition for their work efforts; however, they are less committed to their jobs. Generation X prefers job stability but will leave jobs resulting from dissatisfaction and lack of opportunity for career advancement (Bejtkovsky, 2016). No studies were found that specifically

addressed job satisfaction among generational cohorts by gender although gender has been shown to contribute to job satisfaction related to job advancement, workload levels, and wages (Maio et al., 2017). Therefore, to contribute to the literature on reducing national nursing shortages, it is critical that there is an ongoing examination of nurse gender and job satisfaction by generational cohort.

Coburn and Hall (2014) examined the difference in job satisfaction among generational cohorts, as individuals experience similar life events and share common attributes regarding job satisfaction. Blegen et al., (2017) detailed NLRNs' gender differences and revealed that 88% of NLRN men and women 30 years or younger were satisfied with their jobs. As a result, employers were able to retain this generational cohort if specific generational needs were met. Although Belgen et al., (2017) concluded there were no differences in job satisfaction rates among Generation X and baby boomers by gender, there is justification to explore the difference between Generation X and millennials' gender distinctions. It is important that healthcare organizations and nurse leaders focus on improving retention and job satisfaction for Generation X and millennial nurses as they represent the largest demographic in the workforce. This study contributes to resolving the problematic national nursing shortage by reducing a gap in the literature identifying differences between Generation X and millennial nurses' gender and job satisfaction.

Research Question

What is the difference in job satisfaction in millennial and Generation X RNs by gender?

Nature of Study and Design

An ANOVA was used to compare differences between groups. This statistical test determined the difference between NLRN Generation X and millennial nurses' gender and job satisfaction. An ANOVA compares the difference in job satisfaction levels of the group to understand if there is an interaction between independent and dependent variables (Warner, 2013). The independent variables for study one were gender, either male or female, and generational cohort, either Generation X or millennials. The dependent variable was job satisfaction. I measured the difference between Generation X and millennial nurses' gender and job satisfaction using the NLRN New Cohort 3 Survey (ICPSR 36821), a valid and reliable instrument that is publicly available on the Health and Medical Care Archive (HMCA, 2019) website. I identified the differences between Generation X and millennial nurses' gender and job satisfaction. The data set (Appendix A), NLRN New Cohort 3 Survey (ICPSR 36821), is a valid and reliable instrument and is publicly available on the HMCA website.

There were 230 questions in the data set and three questions were used for this study. The data set allows for separation of questions, and permission for use of the variables and data set is provided in Appendix A. I also tested for validity and reliability of the questions. The data sets were tested for reliability using a Cronbach alpha of 0.8 and indicated good internal consistency and accuracy. Validity is assured based on the degree or accuracy of the measurement of the variables. Internal validity was tested to discover the difference between RN gender and job satisfaction. The RNs gender and generation were categorical variables, while RNs job satisfaction was an interval

variable. Job satisfaction scores are ranked using seven levels: 1 (very dissatisfied), 2 (dissatisfied), 3 (somewhat dissatisfied), 4 (neither dissatisfied nor satisfied), 5 (somewhat satisfied), 6 (satisfied), and 7 (very satisfied).

Sources of Data

The differences between Generation X and millennial nurses' gender and job satisfaction were evaluated using secondary data from the Robert Wood Johnson Foundation RN Work Project (Johnson, 2012). The sources of data used to operationalize the variables included statistics from nurses who obtained their first license to practice in 2014 (Kovner & Brewer, 2016). The NLRN data set incorporated the targeted variables, whereas differences were displayed using statistical analysis. I investigated two cohorts of NLRNs': Generation X and millennials entering the nursing profession.

Manuscript 2

Specific Problem

Generation X and millennial nurses working in healthcare settings experience job dissatisfaction. Increased nurse–patient ratios, limited availability of supplies and resources, and less flexible work schedules are problems that lead to job dissatisfaction in work environments (Seago et al., 2011). Therefore, nurses employed by organizations with characteristics of Magnet recognition or union affiliation require further exploration. Magnet or union healthcare organizational characteristics can contribute to nurses' job satisfaction and increase retention. Blegen et al., (2017) surveyed 29 hospitals with Magnet designation and found that employees working at Magnet-recognized hospitals

had moderate job satisfaction and an overall turnover rate of 11.9%. Kovner et al., (2014) examined 5,316 of NLRNs' in 28 Magnet hospitals and found statistically significant differences *p < 0.000* in job satisfaction and retention rates among nurses. Seago et al., (2011) examined whether unionization of hospitals is associated with nurses' job satisfaction. The differences between NLRNs' job satisfaction and having an RN union has rarely been studied, however, the study found hospitals with RN unions have higher job dissatisfaction but greater nurse retention (Gaines, 2019). The problem of union nurses' dissatisfaction is typically expressed more commonly because nurses working with RN unions are less fearful of voicing work-related concerns. They also work in environments with collective bargaining contracts that promote tenure, and the opportunities for change are significant (Jobe, 2014). Furthermore, according to Jobe (2014), RNs from various generations possess unique generational needs and might prefer to gain employment with organizations upholding specific characteristics, such as Magnet or union affiliation.

Healthcare leaders face staffing difficulties when attempting to recruit and retain nurses from Generation X and millennial nurses. However, a problem exists as there is a rise in healthcare consumer demand and an immediate need for RNs. Furthermore, healthcare organizations that are not unionized or do not hold a Magnet affiliation face greater difficulty with maintaining nurses' job satisfaction and impose additional threats to an impending nursing shortage. A Bureau of Labor Statistics (2018) report called for 1.1 million new RNs by 2024. The baby boomers' retirement further intensifies the necessity for healthcare leaders to recruit and retain RNs from Generation X and

millennials(Kosterlitz & Lewis, 2017). Generation X and millennials will dominate the workforce, and many nurses are desperately needed to fill healthcare shortages. Therefore, it is important that organizations explore the possibilities of union or Magnet recognition as these healthcare facilities can retain dissatisfied nurses by overcoming work environment barriers that influence job satisfaction.

Research Question

What is the difference in job satisfaction in millennial and Generation X RNs by type of organization (Magnet vs. union)?

Nature of Study and Design

A two-way ANOVA was used to compare differences between Generation X NLRNs and millennial NLRNs. The statistical test used to determine the effect between Generation X NLRNs and millennial NLRNs was the two-way ANOVA comparing variables to understand if there was a difference between independent and dependent variables (Laerd, 2020). For this study, I compared differences between nurses' organizational characteristics for preferred employment with healthcare organizations with Magnet and union affiliation. The NLRN New Cohort 3 Survey (ICPSR 36821) is a valid and reliable instrument and is publicly available on the HMCA (2019) website. Data sets were available from the Robert Wood Johnson RN Work Project site. There were 230 questions in the data set and three of these were used for this study. The data set allows for separation of questions, and permission for use of the variables and data set is provided in Appendix A. I also tested for validity and reliability of the questions. The data sets were tested for reliability using a Cronbach alpha of 0.8 and indicated good

internal consistency and accuracy of the data set. Validity was assured based on the

degree of accuracy of the measurement of the variables. Internal validity was tested to see

if there was a difference between union and Magnet healthcare organizations. The RNs'

union and Magnet organizations were categorical variables. Magnet hospitals were

dummy coded as 1–4 as follows: 1 – yes; 2 – no, but in the process of applying; 3 – no;

and 4 – do not know. Union is a dichotomous variable with two recorded attributes, yes

and no, that were dummy coded as 1 and 2. RNs' job satisfaction is an interval variable

and ranked using seven levels: 1 (very dissatisfied), 2 (dissatisfied), 3 (somewhat

dissatisfied), 4 (neither dissatisfied nor satisfied), 5 (somewhat satisfied), 6 (satisfied),

and 7 (very satisfied). RNs' union and Magnet were considered independent categorical

variables. Nurses' job satisfaction is an interval variable.

Sources of Data

The difference between Generation X and millennial nurses' Magnet and union

affiliation and job satisfaction was evaluated using secondary data from the Robert Wood

Johnson Foundation RN Work Project (Johnson, 2012). The sources of data used to

operationalize the variables included statistics from nurses who obtained their first

license to practice in 2014 (Kovner & Brewer, 2016). The NLRN data set incorporates

the targeted variables, and differences were displayed using statistical analysis. I

investigated two cohorts of the NLRNs': Generation X and millennials entering the

nursing profession.

Manuscript 3

Specific Problem

Literature from the Advisory Board Company (2019) found that nurses were

dissatisfied with their jobs, a problem that leads to increased nurse turnover. This

problem leads to increased nurse turnover. The Advisory Board Company reported an

8.7% nurse turnover rate in 2010, an 11.1% nurse turnover rate in 2014, and a projected

increase in the nursing shortage for decades to come. Overall 48% of RNs perceive the

nursing shortage has intensified over the last 5 years and indicated a corresponding

increase in the workload as patient acuity and volumes have multiplied (Bureau of Labor

Statistics, 2016). Forty-four percent of nurses have reported inadequate time to spend

with their patients, 38% verbalized thoughts of resigning from their jobs, and 35% said

they would not be working in their existing position in a year (Advisory Board Company,

2019).

Generation X and millennial nurses' job dissatisfaction contributes to increasing

nurse turnover. According to Lu and Gursoy (2016), employees in customer service

industries are subjected to consumer demands and are at increased risk for burnout and

job dissatisfaction. Lu and Gursoy also noted that maintaining employees' job

satisfaction is widely recognized as beneficial for organizations and is associated with

positive work outcomes such as low employee turnover and high organizational

commitment. Studies suggest that employees from similar generational cohorts and

genders are likely to have related workplace attitudes, satisfaction, and turnover intention

(Christopher et al., 2017). Therefore, retention of Generation X and millennial nurses is

part of the solution for the nationwide workforce and nursing crisis. However, experiences of employee dissatisfaction, including emotional exhaustion, excessive physical demands, and negative attitudes and feelings, continue to lead to burnout and employee turnover.

Some researchers explored nurses' generational differences by comparing the various number of years nurses remain employed at their current work organization. According to Dols et al. (2019), on average, millennial nurses are staying on their jobs for 3 years, and Generation X nurses remain in their jobs for 5 years. The baby boomers are considered more committed to their work organization as they continue employment with the same company for an average of 8 years. Dols et al., (2019) measured job satisfaction and turnover by the nurses' perceived ability to meet patient needs, increase pay rates, staffing, and nursing leadership support. High employee turnover rates are problematic in the nursing industry because turnover increases the risk of patient harm and costly regulatory compliance mistakes (Lu & Gursoy, 2016). Therefore, the Generation X and millennial nurses require further exploration to understand what satisfies them and contributes to reducing healthcare organization turnover.

Nurses' job dissatisfaction is a problem faced by many healthcare organizations. According to Khan et al., (2018), RNs dissatisfied with their jobs eventually resign, causing turnover costs that require additional time and money for organizations to recruit, train, and replace nursing staff. Loss of hospital revenue can range from $20,000–$60,000 per new RN hire (Duffield et al., 2014). However, organizations can regulate the frequency of RN turnover by meeting nurses' job satisfaction needs. Furthermore,

Generation X and millennial nurses will soon become the majority of nurses working in healthcare (Coburn & Hall, 2014). Therefore, these cohorts were further investigated to identify what effects job satisfaction has on turnover between Generation X and millennial RNs.

Research Question

What is the difference in turnover and job satisfaction between Generation X and millennial RNs?

Nature of Study and Design

An AVOVA was used to compare differences between NLRNs from Generation X and the millennial population. This statistical test determined the effect between Generation X and millennial NLRNs'. An ANOVA compares variables to understand if there is a difference between independent and dependent variables (Laerd, 2020). Therefore, data sets were analyzed using SPSS Version 25 to determine the effects between the dependent and independent variables (Warner, 2013). The data set is from the implementation of a valid and reliable instrument and can be accessed on the Robert Wood Johnson RN Work Project site (Kovner & Brewer, 2016). The data sets were tested for reliability with a Cronbach alpha of 0.8 and indicated good internal consistency and reliability of the instrument used to collect the data in the data set (Keepnews et al., 2016).

The independent variable is categorical and noted as the Generation X and millennial nurses age groups. The codebook illustrates the variable "Age groups" in values of 1-4. For this study, Value 1 represented millennial participants < 29 years old,

while Values 2 and 3 represented Generation X aged 30–39 or 40–49 years old respectively. RNs' job satisfaction scores were ranked using seven levels: 1 (very dissatisfied), 2 (dissatisfied), 3 (somewhat dissatisfied), 4 (neither dissatisfied nor satisfied), 5 (somewhat satisfied), 6 (satisfied), and 7 (very satisfied). Turnover is a continuous variable and is presented in the NLRN data set and codebook. The continuous variable was used in this study to identify the effect of job satisfaction on turnover between Generation X and millennial nurses. RN turnover is coded as 1, yes have left; 2, yes will leave within the next 12 months; 3, yes will leave in 1–3 years; 4, no plans to leave within the next 3 years; and 5, undecided.

Sources of Data

The difference between Generation X and millennial nurses' job satisfaction and turnover was evaluated using secondary data from the Robert Wood Johnson Foundation RN Work Project (Robert Wood Johnson, 2012). The sources of data used to operationalize the variables included statistics from nurses who obtained their first license to practice in 2014 (Kovner & Brewer, 2016). The NLRN data set incorporates the targeted variables. I investigated two cohorts of NLRNs': Generation X and millennials entering the nursing profession.

Significance

Traditional retention strategies may not be suitable when meeting the needs of today's multifaceted generations of nurses (Coburn & Hall, 2014). My study results provide new insights that will help nurse leaders and administrators work with multigenerational nurses to improve job satisfaction and retention. Nurse leaders must

recognize how staffing conditions result in unsatisfied clinicians, decreased quality of care, and high nurse turnover

Keepnews et al., (2016) provided a platform for future researchers examining nurses' generational differences and an exploration of job satisfaction and nurse retention. However, few healthcare professionals entering research have examined the specific needs or existing trends surrounding nurses from the Generation X and millennial cohorts or what exactly healthcare organizations can do to increase retention rates among generational groups employed in nursing (Jobe, 2014; Unruh & Zhang, 2014). Further exploration of nurses' generational needs is essential for the future of nursing practice and will contribute to reducing the identified gap in national nursing shortages research.

This study concludes that advances in nursing research are necessary and can be applied to practice using a trio of quantitative investigative articles that examine factors that contribute to nurses' job satisfaction. Evidence supports findings that the nurse shortage is a national epidemic, which requires further exploration to decrease RN turnover and foster environments focusing on retaining generational nurse cohorts. Therefore, further exploration of nurses' generational needs is essential for the future of nursing practice and contributes to positive social change by reducing the identified gap in national nursing shortages research.

Summary

This was an investigation regarding the differences among NLRN personal characteristics, gender, organizational characteristics (Magnet and union affiliation), job satisfaction, and turnover. The nursing shortage continues to increase. While the numbers of Generation X and millennial nurses are growing at an increasing pace in the workplace, healthcare organizations are challenged to sustain RN job satisfaction to reduce turnover and improve staffing. Furthermore, the need to recognize the causes of nurses' dissatisfaction and turnover is urgent (Blegen et al., 2017). The Bureau of Labor Statistics (2018) detailed a projected increase of 1.1 million new RNs that would be needed to meet growing healthcare demand. Generation X and millennial nurses' quest for job satisfaction is related to gender and organization status such as Magnet or union affiliation. Therefore, it is necessary to study the differences between nurses' characteristics and their organizations to determine if such factors contribute to improving job satisfaction and reducing national nursing shortages (Deline, 2017).

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Part 2: Manuscripts

Manuscript 1: Generation X and Millennial Registered Nurses' Job Satisfaction by Gender

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Outlet for Manuscript

I intend to submit a manuscript to the Research in Nursing & Health Journal. Manuscripts are submitted electronically to http://mc.manuscriptcentral.com/nur. The style or formatting follows the Wiley APA Style Manual. A user guide is located at https://onlinelibrary.wiley.com/pb-assets/assets/1098240X/Wiley_APA_Style_Manual_Updated_7%20Jun%20(2).pdf

The Research in Nursing & Health (RINAH) peer-reviewed journal publication coincides with the content of healthcare and self-care needs of RNs. The manuscript content provides new evidence regarding the nursing shortage by assessing the basic human needs of the RNs from the most predominant generations. Of those RNs currently employed, he phenomena of exploring the difference between Generation X and millennial RNs' characteristics generational characteristics as they relate to job satisfaction is emphasized. This manuscript reports on an important research problem using quantitative investigative methods, techniques, and instruments in developing new research to advance healthcare organizations, nursing knowledge and research.

Abstract

As more newly licensed RNs from various generations enter into the nursing profession, healthcare organizations will need to be aware of the importance of maintaining nurses' job satisfaction. There is a diverse multi-generation workforce in the nursing profession that can be physically and emotionally demanding when work conditions are not conducive to providing safe, quality, patient-centered care. The purpose of this quantitative comparative study, guided by Maslow's and Herzberg's theories, was to determine if there was a difference in job satisfaction among Generation X and millennials RNs by gender using secondary data obtained from the Robert Woods Johnson National RN Work Study Project. Study results were analyzed using ANOVA, and showed no statistically significant difference in job satisfaction in millennial and Generation X RNs by age. The random sample of 220 cases was drawn from the original study by Kovner and Brewer's (2016) Newly Licensed Registered Nurses (NLRN) RN Work Project and the RWJ work study project. Future recommendations are recommended that include opportunities to replicate NLRN multigenerational constructs that affect nurses' job satisfaction. The research findings on a global scale contributes to the nursing profession by providing insight into registered nurses' satisfaction with the aim of decreasing national nursing shortages.

Introduction

The national nursing shortage contributes to an immediate need for registered nurses (RNs) in the United States. With the initiation of the Affordable Care Act, there are an additional 20 million people in the United States who now have access to health coverage, thus contributing to an increase in healthcare demand (United States Department of Health & Human Services, 2019). Research findings indicated limits to both the number of working RNs and the number required to meet the future demands for healthcare. The Bureau of Labor Statistics' (2018) nursing workforce revealed an increase in the number of RNs needed, that is primarily resulting from an aging workforce of baby boomers and an impending national nursing shortage of Generation X and millennials. Therefore, exploring Newly Licensed Registered Nurses (NLRNs) Generation X and millennial nurses' gender and job satisfaction assists in raising awareness of the nursing workforce and the factors that contribute to job satisfaction. Examining job satisfaction among age cohorts of nurses may lead to the development of processes that can help reduce national nursing shortages and increase the available supply of employed nurses. Furthermore, few researchers have examined gender as a factor in job satisfaction among nurses (McHugh et al., 2011; Maio et al., 2017) but none were identified that examined job satisfaction by gender specifically among millennial and Generation X nurses. Maio et al., (2017) found that gender differences have an impact on a medical professional's job satisfaction. Evidence regarding Generation X and millennial individuals revealed there are levels of burnout, job dissatisfaction, and turnover intention between men and women, while factors that increase job

dissatisfaction influence individuals in similar cohorts in their desire to explore new employment opportunities.

Working in the nursing industry can be physically and emotionally demanding. Nurses are often required to work long hours in healthcare settings, lifting, transferring, and managing critically ill patients (Maio et al., 2017). As a result, nurses experience high levels of burnout. *Burnout* is defined as feeling strained with a depletion of emotional and physical resources in response to persistent stressors resulting in job dissatisfaction (Coburn & Hall, 2014). McHugh et al., (2011) explained that nurses who provide direct care for patients in hospitals and nursing homes experience greater job dissatisfaction and burnout, while nurses employed in lower-stress work environments experience job satisfaction and less burnout. However, even the least stressful nursing job comes with challenges. According to McHugh et al., (2011), nurses of a particular generation or gender may be frustrated with their work conditions when they are not conducive to providing safe, quality, patient-centered care. McHugh et al., (2011) explained that nurses who provide direct care for patients in hospitals and nursing homes experience greater job dissatisfaction and burnout, while nurses employed in lower-stress work environments experience job satisfaction and less burnout. However, even the least stressful nursing jobs come with challenges. According to McHugh et al., (2011), nurses of a particular generation or gender may be frustrated with their work conditions when they are not conducive to providing safe, quality, patient-centered care. McHugh et al. 2011) suggested that additional reasons for nurses' job dissatisfaction include unhappiness with health and retirement benefits, lack of nurse autonomy, increased

nurse–patient ratios, insufficient pay rises, or lack of promotion opportunities. Therefore, this research specifically addresses the gender of millennial and Generation X nurses in connection with job dissatisfaction.

Factors that decrease burnout and assist in understanding nurses' job satisfaction differ by gender. Some burnout factors result in nurses of similar generations or gender seeking a new work environment, employment with a nurse-friendly healthcare organization, or opportunities to work for organizations that provide flexibility and a work-life balance for self-care opportunities (McHugh et al., 2011). Improving nurses' working conditions improves both nurse and patient satisfaction and quality of care (Kurtzman & Fauteux, 2014). Nurses have reported that their work conditions are not conducive to providing safe, high-quality patient-centered care. The difference between nurses' working conditions and patient safety was acknowledged in the Institute of Medicine (IOM) report *Keeping Patients Safe: Transforming the Work Environment of Nurses* (Kurtzman & Fauteux, 2014). Researchers suggested that work environment and staffing levels affects both nurse burnout and job satisfaction (McHugh et al., 2011).

Nurses' job dissatisfaction poses significant threats to organizations resulting from an increased cost of nurse retention and a decline in quality healthcare (Vincent & Amalberti, 2016). Although the American Association of Colleges of Nursing (2019) issued a national call to increase the number of RNs entering the professional workforce, the shortage continues to grow across generations and genders. According to Kosterlitz and Lewis (2017), baby boomers are expected to withdraw from the workforce by 2020, leaving Generation X and millennials as today's most experienced and valued nurses.

Therefore, it is essential that healthcare organizations understand what factors promote job satisfaction to identify ways to understand gender differences, specifically among Generation X and millennial nurses. Christopher et al., (2017) explained that each generation of RNs, men and women, poses specific personal characteristics that directly contribute to job satisfaction. Therefore, the research findings in this study can potentially assist healthcare organizations with ways to understand the difference between nurses' gender and satisfaction, provide economic value, and expand the evidence-based knowledge for nurses, leaders, educators, and healthcare institutions.

Understanding the differences among Generation X and millennials' gender and ways to sustain their job satisfaction is of vital importance in healthcare settings. Healthcare organizations can face considerable financial cost when replacing dissatisfied RNs while attempting to provide safe patient care environments. Replacing a dissatisfied RN or using temporary nursing staff can cost healthcare organizations twice the amount of one RN's salary. Patients and caregivers also experience a trickle-down feeling of satisfaction when RNs display joy, contentment, and a sense of self-actualization while working. Therefore, this manuscript contributes to a positive impact on social change by exploring the difference between nurses' gender and job satisfaction and examining how the pursuit of RN job satisfaction can assist to improve it among men and women from Generation X and millennials working in healthcare.

Significance/Importance

Job satisfaction is an important topic that warrants further exploration in professional RN practice and particularly in relation to nurses' gender and generation

(Djukic et al., 2014). This research is significant because healthcare organizations can decrease costs and improve quality patient care when nurses are satisfied with their jobs and sustain employment. According to Christopher et al., (2017) the Agency for Healthcare Research and Quality (AHRQ) identifies RN job satisfaction as a significant predictor of positive patient outcomes regarding safety and satisfaction with healthcare services. However, today's healthcare organizations are multifaceted and are constantly evolving with an increasing population of men and women from the Generation X and millennial nurse populations (Christopher et al., 2017).

Blegen et al. (2017) article detailed NLRNs' gender differences, revealed that 88% of NLRN men and women 30 years or younger were satisfied with their jobs. As a result, employers were able to retain men and women from various generations if specific needs or criteria were met. Although Blegen et al., (2017) concluded there were no differences in job satisfaction rates among Generation X and baby boomers by gender, there is justification to explore the substantial need to understand the influencing factors that contribute to job satisfaction among the two generations in order to potentially improve job satisfaction among nurses by gender. As healthcare continues to evolve, administrative leaders understand very little about how to retain Generation X and millennial men and women in workplace settings (Christopher et al., 2017). Furthermore, there is insufficient literature regarding how healthcare leaders can identify RNs' gender and job satisfaction.

Theoretical Framework

Maslow's (1954) hierarchy of human needs is consistent with the requirements to achieve job satisfaction for RNs and his theory of progression corresponds to the many changes and challenges faced by Generation X and millennial RNs who are working in healthcare organizations. The goal of this study was to apply Maslow's theoretical construct to assist with improving nurses' job satisfaction. Maslow's theory detailed a consistent progression of gratification leading individuals to attain a hierarchy of needs. The practice and continuation of Maslow's theory results in an individual's happiness, contentment, and satisfaction.

Fredrick Herzberg's (1950) motivation-hygiene is a two-factor theory applied in this study. Herzberg's (1959) book entitled *The Motivation to Work* published additional evidence of factors leading to employee motivation and job satisfaction. Herzberg denoted motivating factors that influence employees' intent to remain employed with organizations. As a result, certain factors in the workplace can either improve employee job satisfaction or promote dissatisfaction. Herzberg's theory of motivation detailed how individuals gain internal satisfaction with their role or the job.

Statement of Purpose

The purpose of this study was to examine the job satisfaction for Generation X and millennial male and female RNs. Generation X and millennials are expected to be the leading generations of RNs working in various healthcare settings (Kosterlitz & Lewis, 2017). Therefore, studying job satisfaction among these age groups is important. This study has a positive impact on society as it provides an original contribution to nursing

practice and leaders regarding nurses' generational differences and specifically those differences in job satisfaction by gender. The research study detailed an examination of nurse characteristics from the predominant generations currently employed as RNs, prompting healthcare leaders to adequately meet the multigenerational needs of nurses.

Relevant Scholarship

While RNs of the baby boomer generation are approaching retirement and are considered an aging population, millennials continue to rise as a workforce majority, and Generation X populations are fewer than the millennials (Kosterlitz & Lewis, 2017). Generation X are known as America's middle children, with individuals of Generation X born during a time of declining birth rates becoming a perpetually underrecognized generation. Generation X comprises 46 million of the United States population, whereas millennials comprise 78 million, and baby boomers 80 million (United States Census, 2018).

The millennial RNs continue to outnumber all other generations in the workforce environment (Putre, 2017). According to Grant (2016), the baby boomers are expected to retire or depart their nursing careers by 2024, meanwhile, Generation X and millennials continue to rise as a workforce majority. Generation X and millennials' consistent entry into the nursing profession requires immediate implementation of retention strategies targeting nurses' generation-specific characteristics to reach a hierarchy of workplace needs and satisfaction.

A report by the American Association of Colleges of Nursing (2019) explained that nurse job satisfaction requires further exploration as the literature revealed

projections of an increasing nursing shortage. There is little published evidence detailing outcomes regarding NLRNs' gender associated with job satisfaction for millennials compared to Generation X age groups (Jobe, 2014). Miao et al., (2017) study found gender differences exist between medical professionals and could impact their job satisfaction. Hodson's (1989) study did not find differences in men and women with regard to job satisfaction, however, Hodson discovered that women had greater job satisfaction if they were employed in a "female dominated" work-field such as nursing. Conversely, findings found women report equal or greater job satisfaction than men despite feeling objectively inferior in workplace environments (Maio et al., 2017). In contrast, a study conducted by Blegen et al., (2017) found that men feel more empowered at work than women resulting from a greater feeling of autonomy, promotion and productivity in comparison to women.

I detailed information to fill the knowledge gap by adding additional evidence regarding Generation X and millennial nurses' job satisfaction (Jobe, 2014). Furthermore, this manuscript is new evidence-based research for nurses employed in healthcare aimed at examining the impact of gender on job satisfaction for millennials compared to Generation X populations. This study contributes to resolving the problematic national nursing shortage by reducing the gap in the literature that addresses identifying whether a difference exists between NLRNs' gender and job satisfaction.

Research Questions and Design

The research question and hypotheses for this study are:

RQ: What is the difference in job satisfaction in millennial RNs and Generation X RNs by gender?

H_0: There is no difference between gender and generational cohort and job satisfaction in registered nurses.

H_A: There is a difference between gender and generational cohort and job satisfaction in registered nurses.

In order to test the null hypothesis, I performed a two-way ANOVA to examine the national shortage of NLRNs from the Generation X and millennial RN populations. Data sets were obtained from the RN Work Project (Kovner & Brewer, 2016). Only the codependent effects of generation, gender, and job satisfaction were of interest, and therefore, I only examined the main effects in this analysis..

A deductive research approach determined the interaction between NLRN Generation X and millennial nurses' gender and job satisfaction. The influence of logical positivism and empiricism in nursing practice assists with validation of the study results by creating new evidence that supports satisfying and retaining nurses within specific gender groups (Grove et al., 2013). Warner (2013) explained that collecting and comparing data on multiple subjects can prevent threats to internal and external validity. Therefore, the interaction between NLRN from Generation X and millennial populations is explored using Maslow's (1970) and Herzberg's (1965) theoretical concepts.

This study included an analysis of an individual group of NLRN from the Generation X and millennial generations. The RNs' gender and job satisfaction was measured using Kovner and Brewer's (2016) Inter-University Consortium for Political

and Social Research (ICPSR) NLRN Cohort 3 Survey where the researchers illustrated the variables within the data set (Kovner & Brewer, 2016).

The independent variables selected for this study were gender and generation and were taken from the survey data set. According to Warner (2013), gender is a categorical variable with a nominal level of measurement. Gender is named SEX and is described in the codebook as "Gender" (Kovner & Brewer, 2016). The dichotomous variable "Gender" has two recorded attributes, men and women, that were dummy coded as 1 and 2. The "Gender" variable allows identification of the sex of the investigated population.

Kovner and Brewer's (2016) codebook also included the NLRN job satisfaction variable, which is considered the dependent variable in this study. The job satisfaction variable is an interval level of measurement and a Likert scale (Warner, 2013). I conducted an analysis to explore the difference between nurses job satisfaction based on the independent variables gender and generation.

Gender and generation were the independent variables, and the dependent variable was job satisfaction for this analysis. The NLRN data set incorporated the targeted variables whereas variable differences were determined using statistical analysis. The data set included variables from structured observational surveys of NLRNs. Descriptive analysis and ANOVA were used to examine nurses' job satisfaction against the independent categorical variables, with gender and generation using SPSS Version 25.

The selected variables relate to the nursing profession and can be observed as evidence and intent to explore the nursing literature to decrease the national nursing

shortage. The results contribute to positive social change by indicating if nurses are satisfied with their jobs and if responses found differences by gender across their generation. Nurses who are satisfied with their jobs may remain in the nursing profession further promoting positive social change as turnover would decrease. Although healthcare organizations and nursing leaders may be knowledgeable regarding the importance of decreasing nursing shortages, identifying gender differences and job satisfaction for Generation X and millennials may ultimately improve recruitment and retention opportunities among the most distinctive generational groups employed in nursing practice.

Methods

Participants

The sample population was obtained from the RWJF (2012) RN Work Project, a longitudinal wave design detailing a national study of NLRNs. Kovner and Brewer (2014) were the principal investigators of the study that explored nurses' career intentions, attitudes, job satisfaction and retention (RWJF, 2012). The Walden University IRB approval number is 04-27-20-0081202.

The second survey of NLRN cohort data collection occurred in 2012, and research findings were released in 2016 (Kovner et al., 2016). Data collection began in 2016 for the third cohort of nurses. This survey was conducted to supplement the examination of NLRN who obtained their first license to practice between 2014 and 2015. The data were released in 2018 (Kovner & Brewer, 2016). I used Kovner and Brewer's (2016) Inter-University Consortium for Political and Social Research (ICPSR)

NLRN Cohort 3 Survey secondary data set for data extraction, which includes questionnaires from nurse participants from multiple states. The sources of data used to operationalize the variables include statistics from a secondary data set of NLRNs who obtained their first license to practice in 2014 (Kovner & Brewer, 2016). The variables were listed in the coding outlined within the Inter-University Consortium for Political and Social Research (ICPSR) NLRN data set. The original data set contains clear and concise interpretation of the research findings. The NLRNs representing Generation X and millennials are the intended population in this study. The original sample size included 1,706 NLRN residing in 14 states across the country.

Sample and Power

This study was a correlational nonexperimental research study examining the relationship between groups, using secondary data obtained from Kovner and Brewer's (2014) research study. I used the data to explore Generation X and millennials' job satisfaction from a sample drawn from the original NLRN study data set, and an empirical investigation was conducted to explore job satisfaction. I displayed the findings using a quantitative, descriptive, comparative research design to examine a randomly selected sample of data from NLRN Generation X and millennials at one specific point in time (Laerd, 2019).

Knowing and selecting the optimal sample size helps to prevent Type 2 errors (Faul et al., 2009). The medium effect size was chosen to allow for best external validity. The alpha level of .05 was chosen to reduce Type 1 error while the power level of .80 was chosen as the level of statistical power. According to Faul et al. (2009) a general

guideline to run an ANOVA for main effects and interactions, the power level is usually set at 80% or higher, indicating a chance of obtaining a *p* value of less than 5%. Participants were selected using a random sampling strategy of participants from the original 1,706 RN participants included in the Robert Wood Johnson NLRN Survey database (Robert Wood Johnson, 2012). Simple random sampling provided an equal chance for each participant's NLRN's questionnaire responses to be selected for analysis. (Warner, 2013). I used G*power to calculate power for the predictor variable's main effects and interactions using two way ANOVA with an alpha of .05, power =.80, and a medium effect size f=.25 that yielded a sample size of 220 (Faul et al., 2009).

Variables/Sources of Data

I used ANOVA to determine differences using SPSS Version 25. The statistical analysis was conducted to determine if nurses' job satisfaction, the dependent variable, differs between millennial and Generation X nurses by gender, the independent variables. The research method for data collection included a series of questionnaires designed to gain awareness of RNs' working conditions (Kovner & Brewer, 2016).

The RN "Sex" variable was studied to identify if a difference exists between RN men and women regarding job satisfaction. The dependent variable measured NLRNs' satisfaction with their job. Inclusion criteria for this study was Generation X, those born from 1961 to 1981, and millennials born between 1982 and 2004. The RNs' "Age group" variable was reclassified to reflect the ages of Generation X and millennial nurses in 2014. For the purposes of this study, Value 1 refers to millennial participants < 29 years old, and Values 2 and 3 refers to Generation X (30–39) or (40–49). The baby boomers

were underrepresented in the codebook as participants (50 or more) years old. Therefore, this population was excluded from the study because the baby boomers are rapidly exiting the nursing profession. The participant age groups were manipulated to identify the Generation X and millennial nurse ages during the year of questionnaire completion.

Instrumentation or Measures

Data were collected for this study using the Robert Wood Johnson Foundation RN Work Project site (RWJF, 2012) that also provided the permission to use the data set (see Appendix A) developed by nurse experts Kovner and Brewer (2016). Kovner and Brewer collected data on two additional NLRN cohorts and this process helped separate threats to internal validity. Princeton Survey Research Associates International (PSRAI) determined the *N* of nurses by site to achieve a minimum of 1,500 completed surveys. The NLRN were assigned a random number. Each of the 27 sites were assorted based on the random numbers. The number of respondents were selected from each site.

Survey questions related to job satisfaction were included in the study, along with demographic questions about NLRN gender and age group. Data collection strategies were consistent with the research plan that ensured validity and reliability of the research instruments (see Appendix A; Warner, 2013).

Survey results were previously tested for reliability using a Cronbach's alpha of 0.8 that indicated good internal consistency and reliability of the data set (Warner, 2013). Face validity, convergent validity, and content criterion were met by using secondary data analysis from previous research studies conducted by nurse experts (Kovner &

Brewer, 2016). The data accurately measures NLRNs from Generation X and the millennial population.

Design and Analysis

I conducted a quantitative comparative analysis research design to determine differences between NLRN Generation X and millennial nurses' gender and job satisfaction. I compared group averages on the dependent variable, job satisfaction, across different levels of the independent variables, gender and age. The central analytical strategy of a two-way ANOVA aligns with the tested variables, and was conducted using the general linear model (GLM) inferential test. Warner (2013) explained researchers can use cross-tabulations to demonstrate patterns of association among variables. In addition, measures of frequency, central tendency (*mode, median, and mean),* dispersion or variation (*variance, standard deviation*) and position (*percentile ranks*) were measured for overall statistical significance (Laerd, 2019).

The research study was designed to test the hypothesis that NLRNs' job satisfaction differ by gender across Generation X and the millennial generation, and results are displayed using SPSS Version 25 output tables. The justifications for the study aimed to reduce the gap in nursing literature by investigating the difference between Generation X and millennial RNs' gender and job satisfaction. Further justification for the study design was that additional investigation is required regarding the leading generations in nursing practice, the Generation X and millennials (Jobe, 2014). Nevertheless, the associated findings reduce the existing gap in the nursing literature regarding the difference between Generation X and millennial RNs' gender and job

satisfaction. This study provides an avenue for future studies, social change, and evidence-based methods to reduce national nursing shortages by increasing job satisfaction among generations.

Results

Execution

I studied a random sample of 220 NLRNs working in various states across the United States to identify factors that might affect RN's job satisfaction. Participant responses were detailed using descriptive statistics and univariate ANOVA: gender, dummy coded 1, and 2, for ($N=37$) men and ($N=183$) women. There were no changes in the sample of participants and no missing data points.

Eligibility criteria included first time NLRNs. Participants read and understood the informed consent statement, were actively licensed RNs, and did not work outside of the United States as an RN before passing the NCLEX exam.

A two-way ANOVA was conducted to determine impact of gender and generation on levels of job satisfaction. Subjects were divided into groups according to their generation, Group 1: millennials and Group 2: Generation X. Table 1 depicts the descriptive statistics for the two independent variables in this study, NLRN gender and generation ($n=220$). The majority of the participants were women ($n=183$) from the millennial generation ($n=119$).

Table 1

Descriptive Statistics for RN Generation and Gender

Generation	Gender		Mean	SD	N
Millennial	Male		5.31	1.07	16
	Female		5.38	1.48	103
		Total	5.37	1.43	119
Generation X	Male		4.95	1.71	21
	Female		4.96	1.83	80
		Total	4.96	1.80	101
Total	Male		5.11	1.46	37
	Female		5.20	1.65	183
		Total	5.18	1.62	220

The ANOVA summary presented in Table 2 illustrates the effect of the two independent variables on the dependent variable, thereby, examining the interaction between RNs gender (SEX) and generational group (G_AGE) on job satisfaction. The two-way analysis of variance did not yield a significant main effect for the NLRN gender or generation independent variables on job satisfaction; no significant interaction or moderation effect between gender and generation was found.

Table 2

ANOVA Summary Gender and Generation

Source	df	MS	F	p	η^2
Gender	1	.044	0.17	.897	.000
Generation	1	4.55	1.73	.189	.008
Gender * Generation	1	0.24	.009	.924	.000

Note. R-squared = .016 (adjusted R-squared = .00); computed using alpha = .05.

Figure 2 shows the slopes of independent factors. The two lines are parallel and there are no two-way interactions that indicated there was no interaction among NLRN generational groups of men and women on job satisfaction.

Figure 2

Gender and Age Group on Job Satisfaction
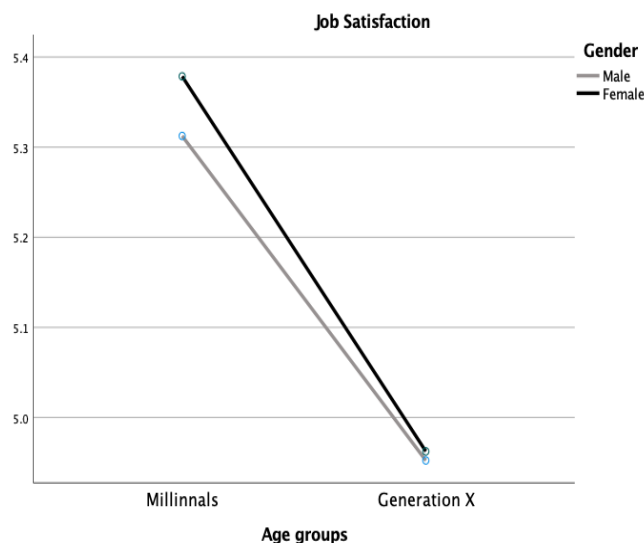
The data met the assumptions required for an ANOVA. Assumptions were met as the dependent variable, job satisfaction, was measured at a continuous level and is a scale level of measurement. Two independent variables, generation and age, consisted of two or more categorical groups. Observations were separate, and data were collected from different NLRN participants.

According to Warner (2013), there should be no significant outliers in the study. Outliers are data points that follow an unusual pattern. There were no outliers. I used the Shapiro-Wilks to test the normality of the RNs job satisfaction factor. The p -value of the

Shapiro-Wilks test was significant $p < .05$. The Levene's test of equality of variances was not statistically significant $p < .05$ and equal variances are assumed.

Discussion

Interpretation

The Walden University IRB approval number is 04-27-20-0081202. The findings from my study were similar to previous literature on impact of RN age and gender on job satisfaction, and provided information that supports the importance of maintaining Generation X and millennial nurses' job satisfaction (Maio et al., 2017). The data results displayed no statistical significance and only the main effects and interaction of generation, gender, and job satisfaction were of interest. Therefore, the null hypothesis was retained, and there are no differences in NLRN job satisfaction based on generation (Gen X and millennials) or gender (men and women).

Although, Miao et al., (2017) have found that generational differences impact nurses' job satisfaction. Additionally, a Blegen et al., (2017) article detailed NLRNs' gender differences and revealed that 88% of NLRN men and women 30 years or younger were satisfied with their jobs. As a result, employers were able to retain this generation if specific needs for job satisfaction such as intrinsic (personally rewarding) and extrinsic (earning an award) factors were met. Coburn and Hall's (2014) study examined the difference in job satisfaction among generations, and noted individuals experience similar life events and shared common attributes regarding job satisfaction. Although Coburn and Hall (2014) concluded there were no differences in job satisfaction rates among

Generation X and baby boomers by gender, there was justification to explore the difference between Generation X and millennials' gender distinctions.

In comparison, Miao et al. (2017), examined gender differences for job satisfaction and their findings found that women report equal or greater job satisfaction than men despite feeling objectively inferior in workplace environments. Hodson's (1989) study supports differences in men and women and their job satisfaction. Hodson discovered that women had greater job satisfaction if they were employed in a "female dominated" work-field such as nursing. My study did not support the results of Hodson's (1989) or Miao et al.'s (2017) study, and I found no statistical differences between Generation X and millennial RN job satisfaction by gender.

In contrast, my results did not support the results from the literature as a result of the targeted variables and chosen method of analysis selected for this study. Nevertheless, it is important that healthcare organizations and nurse leaders focus on improving job satisfaction among men and women from the Generation X and millennial nurse populations as they represent the largest demographic in the workforce. This study contributes to the problematic national nursing shortage by raising awareness regarding the importance of satisfying and retaining NLRNs from the Generation X and millennial nurse populations. Nevertheless, the Generation X and millennial groups of nurses require further exploration to understand what satisfies them and identify factors that may contribute to job satisfaction and reducing healthcare organization turnover.

Maslow's (1954) hierarchy of human needs is consistent with the requirements to achieve job satisfaction for RNs and his theory of progression corresponds with the many

changes and challenges faced by RNs from Generation X and millennials who are working in healthcare organizations. This further supports the need to meet nurses' job satisfaction. Maslow's (1954) hierarchy of human needs details an individual's progression from basic needs to self-actualization. Herzberg's (1950) theory of motivation was also applied in this study, having asserted that individuals are influenced by factors that result in motivation and satisfaction. Factors leading to employee motivation and job satisfaction influence employees' intent to remain employed with organizations. As a result, certain factors in the workplace are drivers of job satisfaction and dissatisfaction such as intrinsic or motivational factors (employee recognition, work achievement) and extrinsic or hygiene factors such as working conditions or organizational policies (Herzberg, 1966).

Limitations

There were limitations to this research study. I conducted the study using an archived data set of RN participants. The original survey and data collection approach might have induced bias, particularly by including only a small population of RNs currently working in the United States. The study also did not include information from expert nurses, that limits generalizability to expert nurses. The use of a Likert-type scale results in survey response bias, whereas individuals tend to answer questions rather quickly without insightful or truly reflective thought. The baby boomers were excluded from the data output and the results and findings regarding this population were not disclosed. However, generalizability is limited in this quantitative research study as the findings were from a sampled population of NLRN Generation X and Millennial nurses

and is not applied to an entire population of RNs. However, this study produced reliable results from a representative sample of participants and can be applied to nursing practice.

Implications

This study produced results from a representative sample of nurses who participated in the Robert Wood Johnson Foundation RN Work Project site (RWJF, 2012) study. The results of my secondary analysis of the data from the study may be helpful to nursing leaders. In particular, the implications of the findings may apply to nursing practice in the context of healthcare organizations' efforts to retain nurses where the cohort of nursing staff are the two predominant generations employed in healthcare, Generation X and millennials. (Kosterlitz & Lewis, 2017). The application of human needs and job satisfaction theories results in an individual's happiness, contentment, and satisfaction (Maslow, 1954). Herzberg's theory of motivation provides additional theoretical implications for this study; whereas, individuals are able to gain job satisfaction based on certain factors in the workplace such as achievement and recognition, or to prevent job dissatisfaction resulting from a lack of employee motivation based on policy, supervision or working relationships (Herzberg, 1950).

The results from this study can be applied in clinical practice as a way to provide greater insight regarding the importance of nurse satisfaction and to potentially alleviate an impending national shortage of RNs. Furthermore, healthcare organizations are facing RN employment deficiencies and there is insufficient literature regarding the national shortage of RNs and the implications of this shortage (American Association of Colleges

of Nursing, 2019). It is not known if there will be enough RNs to meet future healthcare demands. Therefore, further exploration of nurses' generational needs is essential for the future of nursing practice and contributes to social change by reducing the identified gap in national nursing shortages research, and by raising awareness about factors that may affect nurses' job satisfaction and differences that may exist between NLRNs.

Recommendations

Further research is needed to explore the importance of multidimensional constructs that affect nurses' job satisfaction. Also, further consideration recommending design of another instrument to assess satisfaction needs among NLRNs is needed. Similarly, the study should be replicated with a current cohort of new nurses to include the Generation Z and baby boomer nurses. More research is needed to investigate what factors contribute to RN job satisfaction from various generational groups and age. Future researchers should consider millennials as the most predominant population of workers (Kosterlitz & Lewis, 2017). Meeting nurses' generational needs are essential and should be a priority for healthcare organizations. There is an urgency as the most significant and newest population of nurses are in desperate need to fill the gap of the national nursing shortage. Furthermore, acknowledging the use of secondary data can be beneficial and necessary to understanding how researchers can explore evidence by utilizing a national database of nurse participants.

Conclusion

Conclusions relating to this study can be applied to practice to determine factors that contribute to nurses' job satisfaction. Maintaining nurse's job satisfaction needs

cannot be ignored. Healthcare organizations and nurse leaders should ensure that NLRN are satisfied with their workplace environments. Capturing RNs' job satisfaction can be challenging; however, nurses are considered the frontline providers in healthcare. RNs who are satisfied with their jobs are able to provide quality patient care and a positive work environment in the healthcare setting (Coburn & Hall, 2014). According to Christopher et al. (2017), having satisfaction of employment provides continuity of quality patient care and a sense of enjoyment and fulfillment in the workplace (Coburn & Hall, 2014).

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Manuscript 2 Title: Generation X and Millennial Registered Nurses Organizations

Magnet Recognition, Union Affiliation and Job Satisfaction

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Outlet for Manuscript

I intend to submit this manuscript to the American Journal of Nursing (AJN).

Manuscripts are submitted electronically to www.AJNonline.com and at

www.editorialmanager.com/ajn. The style or formatting follows the American

Psychological Association's style. A user guide is located at www.apastyle.org. Accepted

manuscripts undergo editing for accuracy. The submission detailed included a query

letter, or paragraph describing the manuscript, and author biographies are being

forwarded to diane.szulecki@wolterskluwer.com. Authors are also required to submit a

cover letter, conflicts of interest, photographs of tables, figure and illustrations.

The American Journal of Nursing (AJN) is a peer-reviewed journal containing

peer-reviewed articles that promote excellence in nursing and healthcare. AJN readers are

experienced nurse clinicians and many are employed at hospital organizations. The

content of this study provides new evidence regarding the nursing shortage from the most

predominant generations employed in nursing as it explores the difference between

Generation X and millennial registered nurses' (RNs) organizational characteristics and

job satisfaction (Kosterlitz & Lewis, 2017). I examined an important research problem

using quantitative investigative methods, techniques, and instruments, developing new

research to advance healthcare organizations, nursing knowledge, and research.

Abstract

A number of newly licensed Generation X and millennial RNs are currently working in healthcare. The numbers evident in the nursing population also increases the need by healthcare organizations and nurse leaders to maintain nurse job satisfaction. Working in the nursing industry can be physically and emotionally demanding and nurses may be frustrated with their work conditions when they are not conducive to providing safe, quality, patient-centered care. The purpose of this quantitative comparative study, guided by Maslow's and Herzberg's theories, was to determine if there was a difference in job satisfaction among Generation X and millennial RNs by union and Magnet hospital affiliation. An ANOVA was used to examine the difference in job satisfaction and gender in millennial and Generation X nurses. The random sample of 220 cases was drawn from the original study by Kovner and Brewer's (2016) Newly Licensed Registered Nurses (NLRN) RN Work Project and the Robert Wood Johnson (RWJ) Work Study Project. Study results showed that no statistically significant differences or interaction effects were found in RN generation, union or Magnet affiliation on job satisfaction. However, the findings can promote inclusive awareness regarding job satisfaction among newly licensed RNs from multi-generations. Recommendations for future research are to conduct a mixed-methods study to provide qualitative perspectives of NLRN job satisfaction working in healthcare settings.

Introduction

The Affordable Care Act is projected to expand health insurance coverage to an estimated 20 million individuals (United States Department of Health & Human Services, 2019). As a result, more Americans have access to healthcare, and there is a greater demand for healthcare services. Healthcare organizations are facing registered nurse (RN) employment deficiencies. There is insufficient literature regarding the national shortage of RNs and the implications of this shortage. It is not known if there will be enough RNs to meet future healthcare demands.

The retirement of baby boomers further intensifies the necessity for healthcare leaders to recruit and retain RNs from Generation X and millennials (Kosterlitz & Lewis, 2017). The number of Generation X and millennial nurses will increase, and many nurses are desperately needed to fill the significant shortage of nurses to meet an increasing healthcare demand from consumers. Therefore, maintaining Generation X and millennial RN satisfaction is of vital importance. Nevertheless, RNs from various generations have unique generation-specific needs and might prefer to gain employment with organizations with characteristics such as union or Magnet affiliation (Jobe, 2014). Healthcare leaders face staffing and financial difficulties when attempting to recruit and retain nurses from Generation X and millennials. Therefore, exploring NLRN Generation X and millennial nurses' job satisfaction and organizational characteristics of Magnet and union affiliation can assist healthcare organizations in reducing nurse shortages.

In addition to aging out of the work force and the challenges associated with a new generation of nurses, RN job dissatisfaction poses additional threats to the

impending nursing shortage. Grant (2016) explained that the lack of available nurses negatively affects the delivery of healthcare services to patients, moreover, the quality of patient care is also primarily associated with the number of employed RNs. The Bureau of Labor Statistics (2018) has called for an additional 1.1 million new RNs by 2024. The Advisory Board (2019) explained that RNs will need to meet growing healthcare demands to replace baby boomer nurse retirees.

The difference between nurses' union membership and job satisfaction is disputed among nurse leaders and scholars. The Bureau of Labor Statistics (2018) revealed that 20.4% of nurses belong to a collective bargaining unit. In 1935, the United States Congress enacted the National Labor Relations Act (NLRA) to protect and prevent harm to consumers, employees, businesses, and the United States economy. In most union states, organizational workers negotiate contracts that promote positive work ethics and working conditions that support job satisfaction. Workplace factors such as safe patient assignments, decreased work hours, and higher salaries are frequently negotiated between healthcare organizations and nurse union representatives (Seago et al., 2011; Gaines, 2019). RNs employed in nonunion states usually do not participate in the collective bargaining process.

Nonunion nurses cannot negotiate nurse-patient ratios, reasonable patient assignments, mandatory overtime, or employee benefits. Minimal evidence in the literature indicated exploration into whether nurses' organizational characteristics influence job satisfaction. However, many healthcare organizations are paying close attention to the needs of their nurses. Organizational awareness of nurses' needs is of

great importance as nurses are the cornerstone of the healthcare industry and provide direct patient care (Rosenbaum, 2018).

One way to address nurse satisfaction and to enhance patient care is for a healthcare organization to become nationally recognized as a high-quality Magnet or union-supported organization. Healthcare organizations that maintain quality standards have respectable community reputations and receive recognition from national accrediting agencies. Most healthcare organizations aspire to become nationally acknowledged by the American Nurses Credentialing Center (ANCC, 2019) and receive Magnet recognition for excellence in nursing. Magnet designation is achieved when organizations implement distinctive nurse-driven models. Magnet facilities also aim to maintain positive clinical outcomes with the omission of errors or adverse events in healthcare settings (McHugh et al., 2014). Patient satisfaction surveys and surveys of nurse satisfaction with peers, managers, and physicians are measured.

ANCC (2019) also recommends Magnet organizations develop a practice environment that includes the use of evidence-based nursing models and quality improvement processes. A Magnet-recognized facility's human resources department encourages nurse certification and aims to increase nurse retention and reduce staff vacancy rates that ultimately results in cost savings while upholding a commitment to improving patient safety and quality patient care. RN retention and professional development opportunities are also important for Magnet-recognized organizations. The American Association of Colleges of Nursing (2019) stated that Magnet-recognized organizations have demonstrated a commitment to quality healthcare. Correspondingly,

Magnet organizations strive to implement strategic interventions or roadmaps aimed at nursing excellence. Furthermore, Magnet recognition benefits the entire healthcare environment, including providers, nurses, ancillary staff, patients, and families due to Magnet nurses being highly valued for advancing their education and accomplishing professional milestones, thus resulting in nurse autonomy and delivery of excellent patient care (American Association of Colleges of Nursing 2019; McHugh et al., 2014).

Many researchers have examined the benefits of healthcare organizations with the characteristics of Magnet recognition and union affiliation. However, there was limited evidence in the nursing literature regarding the study of RNs from the Generation X and millennial population and whether a difference exists between nurses' preferred organizational characteristics (Magnet or union affiliation) and job satisfaction. Further research is required to evaluate if reputable healthcare organizations can attract RNs, thereby offering opportunities for nurses to work in environments that allow them to exercise professionalism, obtain clinical knowledge and show true compassion and advocacy when caring for patients (Keepnews et al., 2010). Magnet hospitals are known to have higher job satisfaction rates and nurses have a desire to remain in their positions. Healthcare organizations that demonstrate traits including higher standards of patient care, business growth development, financial success, and can retain nursing staff who feel inspired and appreciated, are more likely to overcome nursing shortages (American Nurse Credentialing Center, 2019).

Nevertheless, the persistent national shortage and an aging RN workforce creates barriers for nurse leaders and healthcare organizations. Organizations where nurses work

longer hours with minimum staff and lower wages experience nurse job dissatisfaction and increased turnover (Jobe, 2014). Studies have shown specific organizational characteristics of Magnet recognition or union affiliation increases nurse engagement, job satisfaction and long-term retention. However, Unruh and Zhang (2014) explained that a healthcare organization without Magnet recognition or union affiliation experience significant challenges when addressing nurse dissatisfaction and staffing shortages. Accordingly, further exploration was required to examine a gap in the nursing literature that investigates the difference between healthcare organizational characteristics, such as nurses' union affiliation, and job satisfaction. A comparison of union and Magnet recognition is required as many healthcare organizations in U.S states do not offer nursing unions; however, Magnet recognition might be an alternative option when seeking healthcare employment. Nurses in nonunionized geographic locations might have the opportunity to experience job satisfaction while working at Magnet hospitals. The purpose of this study was to determine the difference between Generation X and millennial nurses' organizational characteristics and job satisfaction.

Significance/Importance

Insufficient research regarding Generation X and millennial nurses' union status, Magnet affiliation, and job satisfaction necessitates further investigation for the future development of nursing practice and patient safety. Nurses satisfied with their jobs are more likely to remain employed with their employer and deliver quality patient care. The Agency for Healthcare Research and Quality (AHRQ) advocated for an increase in nurses' job satisfaction to improve patient safety (Christopher et al., 2017). There is an

estimated annual turnover rate of 13% in RN employment because nurses were dissatisfied with their jobs (Djukic et al., 2014). The authors reported nurses working at hospitals with Magnet accreditation were satisfied with their jobs, with a 92% retention rate among NLRN (Blegen et al., 2017). Magnet-designated hospitals tend to retain dissatisfied nurses (Kovner et al., 2016).

The difference between RNs working for an organization with an affiliated union or Magnet affiliation and job satisfaction was explored because most healthcare organizations face challenges to improve patient outcomes with a shortage of nurses. Some researchers found that nurses working at union hospitals experience job dissatisfaction, but those hospitals have higher nurse retention (Gaines, 2019). Therefore, allowing union nurses to express dissatisfaction and be less fearful about voicing concerns can be a productive strategy for satisfying nurses. Greater awareness of problems and a willingness to speak about such concerns allows the opportunity for nurse autonomy, organization and nurse negotiations, increased job satisfaction and nurse retention (Gaines, 2019). Nurses working with unions and Magnet organizations' job dissatisfaction translates into improvements in working conditions and appreciation of their workplace.

The job satisfaction of Generation X and millennial nurses who work for union and Magnet organizations was further explored, resulting in a nationwide mandate to resolve the nursing shortage. The National Center for Health Workforce Analysis (NCHWA) conducted a study with a sample survey of RNs (Health Resources & Services Administration, 2019). I outlined how a national nursing shortage results in a

decreased supply of available RNs to care for patients in healthcare environments. The HRSA (2019) data supports the need for an increase in the quantity of RNs because of an aging generation of nurses and an increased demand for consumer healthcare services.

Union and Magnet organizations are faced with the challenge of ensuring there is a sufficient number of nurses working. These organizations are also responsible for ensuring that nurses are satisfied with their jobs. However, there is a multigeneration of nurses employed by healthcare organizations. The United States Census (2018) estimated there were 80 million baby boomers, 46 million Generation X, and 78 million millennials in the U.S population in 2018. However, the United States supply of RNs is led by the baby boomers. Howe and Strauss (2014) define *baby boomers* as individuals born between 1943 and 1960, *Generation X* as those born from 1961 to 1981, and *millennials* as people born between 1982 and 2004. As baby boomer nurses approach retirement age, Generation X falls shortly behind the millennial generation, and the millennials continue to rise as the workforce majority (Bejtkovsky, 2016). Furthermore, Generation X and millennials' increased entry into the nursing profession requires healthcare organizations to satisfy nurses from various generations.

Christopher et al., (2017) investigated Generation X job satisfaction. The authors noted that Generation X were born during a time of declining birth rates. Generation X are known as America's middle children and are considered an underrecognized generation. Generation X are known for "working to live" and needing the flexibility of work-life balance. The Generation X population has qualities such as increased work

motivation and organizational commitment. Christopher et al., (2017) further explained that Generation X employees place value on professional autonomy and higher salaries.

The millennial generation is comfortable with technology and have a need or the desire to remain connected to computers and advanced technology (Kosterlitz & Lewis, 2017). Millennials are socially engaged, goal-oriented and expect rapid career advancement. Although millennials are known to be loyal to their social groups, they are even more compelled to work as teams. However, millennials are known to be unwilling to commit to an organization or employer (American Press Institute, 2017; Fuller, 2018). Consequently, Generation X and millennial nurses working for union and Magnet organizations require further examination with regard to job satisfaction to ensure these predominant generations are satisfied with working in the nursing profession (Kosterlitz & Lewis, 2017).

Theoretical Framework

In this study, I use Maslow's (1970) hierarchy of needs' theory of self-actualization and Herzberg's (1965) motivation theory to investigate NLRN Generation X and millennials job satisfaction. Maslow's (1970) humanistic theory of personality stated that individuals work to achieve unmet needs. Attaining full potential or satisfaction incudes a progressive movement of meeting individuals' primary needs, leading to the highest level of self-actualization. "What a man can be, he must be, which is to attain each level of need and satisfaction before progressing to the next level of need" (Maslow, 1970, p. 46). This theory related to my research study as individuals' necessities such as physiological, safety, love and self-esteem needs must all be

progressively achieved before attaining self-actualization. Self-actualization is a continuous process of developing balance or fulfillment of talents and potentialities, thus leading to a continuous progression of personal content and gratification (McLeod, 2018).

I also used Herzberg's (1965) two-motivational factor theory. Herzberg's model suggests a qualitative study to identify what employees want and what motivates them by identifying work motivation or satisfiers and which aspects result in employees becoming unmotivated and dissatisfied. Factors such as reward and recognition lead to employee gratification and job satisfaction. Herzberg's theory comprises two types of factors: intrinsic (motivational) factors and extrinsic (hygiene) factors. Employee motivating factors consist of salary, supervisors, work conditions, and career advancement.

Statement of Purpose

The purpose of this study was to determine what effect the type of organization (Magnet vs. union) has on job satisfaction for Generation X and millennials. Maintaining RNs' job satisfaction is an essential research area in healthcare and requires further investigation, as increases in nurses' job satisfaction can decrease nursing shortages and improve employee turnover and patient outcomes (Kovner & Brewer, 2014). Furthermore, Generation X and millennials' consistent entry surge into the profession requires healthcare leaders to implement specific retention strategies targeting nurses' generational needs. It is vital that healthcare leaders focus on the most predominant cohorts expected to be employed in nursing in the next decade. Healthcare organizations' strategic initiatives should focus on maintaining Generation X and millennial nurses' job

satisfaction by creating organizational characteristics centered on meeting their priority needs. I examined Magnet and unionization characteristics of job satisfaction using a series of questionnaires completed by nurses from the Generation X and millennial nurse population. The outcomes identified whether the union and Magnet-recognized organizations' overall commitment to quality healthcare provides nurses with opportunities to be satisfied working in the field of nursing, and to develop an appreciation and a desire to remain employed in the profession. If reputable healthcare organizations can appeal to and satisfy nurses from Generation X and millennials, this provides an avenue for positive social change and offers significant opportunity to improve the nursing profession and decrease national nursing shortages.

New strategic initiatives that focus on Generation X and millennials assist with increasing nurse retention and ensure quality care is provided for the influx of insured Americans (Blegen et al., 2017). This research contributes to social change and makes an original contribution to the nursing profession. I emphasized how organizational leaders can prepare to meet future healthcare supply and demand while simultaneously overcoming organizational nursing shortages.

Relevant Scholarship

Generation X and millennial RNs contribute significantly to the healthcare environment. In most of the sampled literature, each generation varied in birth year ranges. However, Howe and Strauss (2014) stated that Generation X and millennial birth year ranges from 1961–2004, with the millennials beginning in 1981. This research study explored whether Generation X and millennial nurses were dissatisfied with their jobs

and if there was a difference between the organizational characteristics of union and Magnet affiliation and job satisfaction. Coburn and Hall (2014) explained that nurses' job dissatisfaction contributes to increased nurse turnover, insufficient staffing, and increased organizational costs. Registered nurse job dissatisfaction and turnover jeopardize patient safety and contribute to a widespread nursing shortage. According to the National Healthcare Retention and RN Staffing Report, bedside nurse turnover has been increasing for half a decade and this trend is expected to continue (Colosi, 2016).

There was a reported 8.7% nurse turnover rate in 2010, 11.1% in 2014, and 14.6 in 2016 (Duffield et al., 2014),with nurse turnover costing healthcare organizations from $37,700 to $58,400. However, maintaining nurse job satisfaction eliminates the need for healthcare organizations to spend on nurses' pre-hire, training, and recruitment, while managing unstaffed patient assignments and paying overtime to RNs. As evidenced, increased RN turnover results in decreased organizational productivity (Rosenbaum, 2018). Healthcare organizations are also challenged with the complex issue of generational diversity. This topic requires further consideration as organizations search for strategies to increase nurses' job satisfaction among generations. Generation X and millennial job satisfaction and organizational commitment are important to address during an expanding nurse shortage.

Some researchers explored nurses' job satisfaction within healthcare organizations. Djukic et al., (2014) published articles related to a study of NLRNs' attitudes, job satisfaction, and career intentions. Hendricks and Cope (2013) identified 3 essential generations within an organization: baby boomers, Generation Xers, and

millennials. The different characteristics of these generations poses challenges for leaders in managing and promoting a positive work environment that supports satisfying nurses' needs. In addition, this research requires further exploration as the gap in the literature revealed growing projections of the nursing shortage and highlighted the insufficient database of research studies regarding Generation X and millennial nurses' job satisfaction.

Healthcare organizations will need to promote a positive work environment and maintain nurses' job satisfaction. This process can be accomplished as healthcare organizations identify the different characteristics of Magnet and union hospitals and job satisfaction needs required by each generation. As an example, the baby boomer generation values work ethics and maintains loyalty to an organization, while Generation X prefers work flexibility to accommodate family, leisure, and lifestyle, and the millennials are technically advanced and open to workplace changes (Chaudhuri & Ghosh, 2012). There is a gap in the nursing literature regarding the effect of hospital designation of Magnet status and union affiliation on job satisfaction between Generation X and millennial nurses. The results of my study could produce new evidence for the nursing profession and provide healthcare organizations research-based evidence to support theories about the level of nurses' job satisfaction between two hospital settings.

Research Questions and Design

The research question and hypotheses for this study were:

RQ: What is the difference in job satisfaction in millennial and Generation X RNs by type of organization (Magnet vs. union)?

H_0: There is no difference between generation, (Magnet vs. union) organizations, and job satisfaction in RNs.

H_A: There is a difference between generation, (Magnet vs. union) organizations, and job satisfaction in RNs.

In order to test the null hypothesis, I performed a two-way ANOVA to examine the national shortage of NLRN from the Generation X and millennial RNs. Data sets were obtained from the RN Work Project (Kovner & Brewer, 2016). Only the interaction effects of generation, union, Magnet and job satisfaction were of interest, and therefore, I only examined the main effects in this analysis.

A deductive research approach determined the interaction between NLRN Generation X and millennials union, Magnet and job satisfaction. The influence of logical positivism and empiricism in nursing practice assists with validation of the study results by creating new evidence that supports satisfying and retaining nurses within specific gender groups (Grove et al., 2013). Warner (2013) explained that collecting and comparing data on multiple subjects can prevent threats to internal and external validity. Therefore, the interaction between NLRN from Generation X and millennial populations is explored using Maslow's (1970) and Herzberg's (1965) theoretical concepts.

This study included an analysis of an individual group of NLRN from the Generation X and millennial generations. The RNs Magnet vs. union organization and job satisfaction was measured using Kovner and Brewer's (2016) Inter-University Consortium for Political and Social Research (ICPSR) NLRN Cohort 3 Survey. The researchers codebook illustrated the variables within the data set (Kovner & Brewer,

2016). The NLRN data set included two independent variables used to identify the effect of hospital designation of Magnet status and union affiliation on job satisfaction among Generation X and millennial NLRN.

The independent variables for this study were Magnet and union organizations. According to Warner (2013), both Magnet and union were categorical variables and were taken from the survey data set. Kovner and Brewer's (2016) codebook also included the NLRN job satisfaction variable, which was considered the dependent variable in this study. The job satisfaction variable was an interval level of measurement and a Likert scale (Warner, 2013).

The selected variables relate to the nursing profession and can be observed as evidence and intent to explore the nursing literature to decrease the national nursing shortage. The results contribute to positive social change by indicating if nurses are satisfied with their jobs and if responses differed by union and Magnet across generation. Nurses who are satisfied with their jobs may remain in the nursing profession further promoting positive social change as turnover would decrease. Although healthcare organizations and nursing leaders may be knowledgeable regarding the importance of decreasing nursing shortages, identifying union and Magnet differences and job satisfaction for Generation X and millennials may ultimately improve recruitment and retention opportunities among the most distinctive generational groups employed in nursing practice.

Methods

The participants in my study were NLRNs' who participated in the Robert Wood Johnson Foundation (RWJF) RN Work Project conducted by Kovner and Brewer (2016). The RN Work Project was a longitudinal series of research collected in 3 waves. Data collection occurred from 2012–2016 and the latest cohort of nurse data were released in 2018. It contained data on NLRNs' from 2014–2015 (Kovner & Brewer, 2016). The authors conducted a national study examining NLRNs' from various generations. Kovner and Brewer (2014) led a longitudinal study and exploration into nurses' attitudes, job satisfaction, career expectations, and turnover rates over several years. The NLRNs from Generation X and millennial nurse cohorts were the intended population to study. Data were collected using mailed questionnaires and included an original total sample size of 1,706 RNs from 14 states within the U.S (RWJF, 2012). The Walden University IRB approval number is 04-27-20-0081202

The third wave of Kovner and Brewer's (2016) NLRN study was used as a secondary data source to investigate Generation X and millennials who obtained their first license to practice between 2014 and 2015. Kovner and Brewer's (2016) Inter-University Consortium for Political and Social Research (ICPSR) original data set included a total population size of 1,706 nurse participants.

Sample and Power

This study was a correlational nonexperimental research study examining the relationship between groups, using secondary data obtained from Kovner and Brewer's (2014) research study. I used the data to explore NLRN Generation X and millennials job

satisfaction. The Inter-university Consortium for Political and Social Research national database allowed for convenience sampling that is readily available to researchers (Kovner & Brewer, 2016). An empirical investigation was conducted to explore job satisfaction. I displayed the study findings using a cross-sectional research design to observe NLRN Generation X and millennials at one specific point in time (Laerd, 2019).

Knowing and selecting the optimal sample size helps to prevent Type 2 errors. The medium effect size was chosen to allow for best external validity. The alpha level of .05 was chosen to reduce Type 1 error while the power level of .80 was chosen as the level of statistical power. According to (Faul et al., 2009) as a general guideline to run an ANOVA main effects and interactions, the power level is usually set at 80% or higher, indicating a chance of obtaining a p value of less than 5%. Participants were selected using a random sampling strategy. Simple random sampling provided an equal chance to statistically calculate NLRN participant questionnaire responses. I used two types of power analysis to calculate statistical power. I used G*power to calculate power for the predictor variable main effects and interactions using two way ANOVA (Faul et al., 2009), with an alpha of .05, power =.80, and a medium effect size f=.25 that yielded a sample size of 220.

Variables/Sources of Data

An analysis of descriptive statistics using SPSS Version 25 was conducted to determine if nurses' job satisfaction, dependent variable, differs between millennial and Generation X nurses from institutions where Magnet and union affiliation was present, independent variables. An organization's Magnet recognition is a nominal level of

measurement (Warner, 2013). The variable was identified in the codebook as A11NC_

and was described as "Magnet hospital" and labeled as a nurse's work setting designated

by the American Nurses Credentialing Center as a Magnet Hospital. Magnet hospitals

were dummy coded from 1–4 as follows: 1 –yes; 2 –no, but in the process of applying; 3

– no; and 4 –do not know (Kovner & Brewer, 2016). The "Magnet hospital" variable

identified the intended independent variable required to determine if the hypothesis was

correct. Comparative analyses were conducted using SPSS Version 25 software to

investigate the differences between Generation X and millennial nurse organizations with

Magnet recognition and job satisfaction.

     The second independent variable was union affiliation. According to Warner

(2013), union is a categorical level of measurement. Union is named A27 and described

as "RNs part of a collective bargaining unit or union in your workplace" and labeled as

RNs part of a union (Kovner & Brewer, 2016). The dichotomous variable had two

recorded attributes, yes and no, that were dummy coded as 1 and 2. The "Union" variable

allowed identification of the RNs employed by organizations associated with nursing

unions. Researchers explored if a difference exists between generations of nurses

working at hospitals with union affiliation and magnet recognition.

     The dependent variable was job satisfaction. Job satisfaction is an interval level of

measurement (Warner, 2013). The NLRN job satisfaction variable was named A28 in the

codebook and is described as "satisfaction with your job." Registered nurses' job

satisfaction was ranked using seven categorical attributes: 1 (very dissatisfied), 2

(dissatisfied), 3 (somewhat dissatisfied), 4 (neither dissatisfied nor satisfied), 5

(somewhat satisfied), 6 (satisfied) and 7 (very satisfied) on a Likert-type scale (Kovner & Brewer, 2016).

According to Warner (2013), descriptive statistics can assist researchers to identify if differences exist between Generation X and millennial RNs' gender and job satisfaction. The NLRN data set incorporates the targeted variables, whereas variable differences were displayed using statistical analysis. The data set included variables from structured observational surveys of NLRNs. Descriptive analysis using SPSS Version 25 was used to identify nurses' job satisfaction against the independent variables, Magnet and union. The dependent variable, job satisfaction, was presented in the NLRN data set and codebook and was used to determine the effect of job satisfaction for Generation X and millennials employed at Magnet and union hospitals.

Instrumentation or Measures

Data sets were collected for this study using the Robert Wood Johnson Foundation RN Work Project site (RWJF, 2012) also provided the permission to use the data set (see Appendix A) developed by nurse experts Kovner and Brewer (2016). Kovner and Brewer collected data on two additional NLRN cohorts and this process helped separate threats to internal validity. Princeton Survey Research Associates International (PSRAI) determined the *N* of nurses by site to achieve a minimum of 1,500 completed surveys. The NLRN were assigned a random number. Each of the 27 sites were assorted based on the random numbers. The number of respondents were selected from each site.

Survey questions related to job satisfaction were included in the study, along with demographic questions about NLRN gender and age group. Data collection strategies were consistent with the research plan which ensured validity and reliability of the research instruments (Warner, 2013). See Appendix A.

Survey results were previously tested for reliability using a Cronbach's alpha of 0.8 that indicated good internal consistency and reliability of the data set (Warner, 2013). Face validity, convergent validity, and content criterion were met by using secondary data analysis from previous research studies conducted by nurse experts (Kovner & Brewer, 2016). The data accurately measures NLRN from Generation X and the millennial population.

Design and Analysis

I conducted a correlational research study to determine differences between NLRN generation, magnet and union affiliation. I compared group averages on the dependent variable, job satisfaction, across different levels of the independent variables, referenced as generation, union and Magnet affiliation. The central analytical strategy of a three-way ANOVA aligns with the tested variables, and was conducted using the general linear model (GLM) inferential test. Warner (2013) explained researchers can use cross-tabulations to demonstrate patterns of association among variables. In addition, measures of frequency, central tendency (*mode, median, and mean),* dispersion or variation (*variance, standard deviation*) and position (*percentile ranks*) were measured for overall statistical significance (Laerd, 2019).

The research study was designed to test the hypothesis that NLRN job satisfaction differs between generation, magnet and union affiliation, and results are displayed using SPSS Version 25 output tables. The justifications for the study aimed Further justification for the research design lies in the need for additional cause and effect investigation regarding the leading generations in nursing practice (Jobe, 2014). The findings reduce the nursing literature gap in the area of RN shortages by investigating the differences between Generation X and millennial RNs' organizational characteristics and job satisfaction. I conducted the study to provide an avenue for future studies regarding how to reduce national shortages by increasing job satisfaction among nursing generations.

Results

Execution

I studied a random sample of 220 NLRN working in various states across the United States to identify factors that might affect RN's job satisfaction. Participate responses were detailed using descriptive statistics and univariate ANOVA. There were no changes in the sample of participants and no missing data points.

Eligibility criteria included first time NLRNs. Participants read and understood the informed consent statement, were actively licensed RNs, and did not work outside of the United States as an RN before passing the NCLEX exam.

A three way (4 X 3 X 2) between-subjects ANOVA was conducted to determine the impact of magnet organization, union organization, and generation on job satisfaction. Table 3 depicts the descriptive statistics for the two independent variables in this study. The majority of the participants in this study were from the millennial generation (*n* =

119), not employed by a Magnet organization (n = 87) or held union affiliations (n = 161).

Table 3

Descriptive Statistics for RN Generation, Magnet and Union Affiliation

Magnet	Union	Generation	Mean	SD	N
Yes	Yes	Millennial	4.71	2.23	14
		Gen X	4.71	.95	7
	No	Millennial	5.67	1.21	33
		Gen X	5.50	1.27	26
In Progress	Yes	Millennial	5.33	.57	3
		Gen X	6.25	.95	4
	No	Millennial	5.70	1.41	10
		Gen X	5.29	1.49	14
No	Yes	Millennial	5.75	1.13	12
		Gen X	5.50	1.50	10
	No	Millennial	4.81	1.80	32
		Gen X	5.18	1.72	33
Don't know	Yes	Millennial	4.50	2.16	6
		Gen X	5.00	1.73	3
	No	Millennial	5.00	1.22	9
		Gen X	6.00	.000	4
Total		Millennial	5.22	1.61	119
		Gen X	5.35	1.44	101
		Total	5.28	1.53	220

The ANOVA summary (Table 4) illustrates the effect of the three independent variables on the dependent variable; thereby, examining the interaction between RNs' generation, and Magnet and union affiliations on job satisfaction. The three-way ANOVA did not yield a main effect for the NLRN Magnet organization, the main effect for the variable "Union" was also nonsignificant [F (1, 204) = .380, p >.05, $\eta2$ .002]. The NLRN generation G_AGE factor was not significant [F (1, 204) = .757, p > .05, $\eta2$ .004]. The interaction effect of Magnet and union was significant [F (3, 204) = .2.80, p < .05, $\eta2$ .040], indicating that there was an interaction or moderation between the two independent

variables (Magnet and union) on the dependent variable (job satisfaction). However,

pairwise comparisons and post hoc tests (Tukey) were above the significance threshold

and further confirmed that Magnet and union interaction was nonsignificant, $p > .05$.

Magnet and generation interaction effect was nonsignificant [$F (3, 204) = .365, p > .05$,

$\eta2$ .005], and union and generation interaction were not significant [$F (1, 204) = .028, p >$

$.05, \eta2$ .000].

Table 4

ANOVA Summary RN Magnet Union and Age

Source	df	MS	F	p	η^2
Magnet	3	1.42	.603	.614	.009
Union	1	.89	.380	.538	.002
Generation	1	1.78	.757	.385	.004
Magnet * Union	3	6.60	2.80	.041	.040
Magnet * Generation	3	.85	.365	.779	.005
Union * Generation	1	.06	.028	.866	.000
Magnet * Union * Generation	3	1.41	.601	.615	.009

Note. R-squared = .068 (adjusted R-squared = .00); computed using alpha = .05.

Assumptions for an ANOVA were met as the dependent variable (job

satisfaction) was measured at a continuous level of measurement. Three independent

variables (age, magnet, and union) consisted of two or more categorical groups.

Observations were separate, and data sets were collected from different NLRN

participants.

According to Warner (2013), there should be no significant outliers in any cell of the design. Outliers are data points that follow an unusual pattern. As a result, there were no outliers. I used the Shapiro-Wilks to test the normality of the RNs job satisfaction factor. The p-value of the Shapiro-Wilks test was significant $p < .05$. The Levene's test of equality of variances was not statistically significant $p < .05$ and equal variances are assumed.

Discussion

Interpretation

The results from my study were similar to previous literature on the effect of RN's union and Magnet affiliation on job satisfaction and provided information that supports the importance of maintaining Generation X and millennial nurses job satisfaction (Gaines, 2019).

Previous studies have shown specific organizational characteristics of Magnet recognition or union affiliation increases nurse engagement, job satisfaction and long-term retention (Gaines, 2019). Blegen et al., (2017) surveyed hospitals with Magnet designation and found that employees working at Magnet-recognized hospitals had moderate job satisfaction and an overall turnover rate of 11.9%. Retention of NLRNs was higher in Magnet hospitals and younger nurses were more likely to remain employed. In comparison, Kovner et al., (2014) examined 5,316 NLRNs in Magnet hospitals and found statistically significant differences $p < 0.5$ in job satisfaction and retention rates among nurses, whereas, organizational commitment and affiliation related to NLRN job satisfaction.

Nevertheless, Seago et al., (2011) examined whether unionization of hospitals is associated with nurses' job satisfaction. The searchers indicated hospitals with RN unions have higher job dissatisfaction but greater nurse retention (Gaines, 2019). The problem of union nurse's dissatisfaction is typically expressed more commonly because nurses working with RN unions are less fearful of voicing work-related concerns. They also work in environments with collective bargaining contracts that promote tenure and the opportunities for change are significant (Jobe, 2014). Furthermore, according to Jobe (2014), RNs from various generations possess unique generational needs and might prefer to gain employment with organizations upholding specific characteristics, such as Magnet or union affiliation.

In contrast, my results did not support the results from the literature resulting from the chosen research question, targeted variables, and method of analysis selected for this study. Nevertheless, it is important that healthcare organizations and nurse leaders focus on improving job satisfaction among Generation X and millennial nurses who are affiliated with a union or Magnet organization. This study contributes to the problematic national nursing shortage by raising awareness regarding the importance of satisfying and retaining NLRNs from the Generation X and millennial nurses. Nevertheless, the Generation X and millennial nurses require further exploration to understand what satisfies them and identify factors that may contribute to their job satisfaction and thereby reduce turnover for healthcare organizations.

This study aligns with Maslow's (1954) hierarchy of human needs theory of progression, corresponding with the many changes and challenges faced by RNs from the

Generation X and millennial generation who are working in healthcare organizations,

further supporting the need to meet nurses' job satisfaction. This study aligns with

Maslow's (1954) hierarchy of human needs, a study that detailed an individual's

progression of basic needs to self-actualization. Herzberg's (1950) theory of motivation is

also applied in this study, having asserted that individuals are influenced by factors that

result in motivation and satisfaction. As a result, certain factors in the workplace are

drivers of job satisfaction and dissatisfaction such as intrinsic or motivational factors

(employee recognition, work achievement) and extrinsic or hygiene factors, such as

working conditions or organizational policies (Herzberg, 1966).

Factors leading to employee motivation and job satisfaction influence employees'

intent to remain employed with organizations. As a result, Magnet organizations and

nurses' union affiliation in the workplace can either improve employee job satisfaction or

promote dissatisfaction (Jobe, 2014).

Limitations

There were limitations to this research study. I conducted the study using an

archived data set of RN participants. The original survey and data collection approach

might have induced bias, particularly by including only a small population of RN

currently working in the United States. The study also did not include information from

expert nurses, limiting generalizability to expert nurses. The use of a Likert-type scale

results in survey response bias, whereas individuals tend to answer questions rather

quickly without insightful or reflective thought. The baby boomer generation was

excluded from the data output, with the results and findings regarding this population not

disclosed. However, generalizability is not appropriate in this quantitative research study as the findings were from a sampled population of NLRN Generation X and Millennial nurses and is not applied to an entire population of RNs. However, this study produced reliable results from a representative sample of participants and can be applied to nursing practice.

Implications

The research findings detailed an original contribution to organizations and nurse leaders by examining the difference between the two most predominant generations employed in healthcare (Kosterlitz & Lewis, 2017). Maslow's (1954) hierarchy of human needs is consistent with the requirements to achieve job satisfaction for RNs and his theory of progression corresponds to the many changes and challenges faced by Generation X and millennial RNs who are working in healthcare organizations. Herzberg's theory of motivation provides additional theoretical implications for this study with recognition of the need for job satisfaction considerations across the two age cohorts included in the study (Herzberg, 1950).

The application of human needs and job satisfaction theories results in an individual's happiness, contentment, and satisfaction (Maslow 1954). Additionally, this study can be applied to clinical practice to provide greater insight regarding the importance of nurse satisfaction and to potentially alleviate an impending national shortage of RNs. Although the variables explored did not show significant differences, social change is provided as other factors such as work setting, years of experience, and managerial experience in organizations requires exploration among NLRN from the

Generation X and millennial nurses (Unruh & Zhang, 2014). This discovery is worthy of providing nurse researchers with evidence-based knowledge that supports the nursing profession and provides an opportunity for positive social change (Jobe, 2014).

Recommendations

The recommendations for further studies should include opportunities to replicating the study. More research is needed to investigate what factors contribute to the satisfaction of RNs. In particular, replication should include a nationally representative sample of all RNs, not just NLRNs. Similarly, the study should be replicated with a current cohort of new nurses to include the Generation Z and baby boomers. More research is needed to investigate what factors contribute to job satisfaction of RNs from various generational groups who are affiliated with a magnet or union hospitals. Suggestions are recommended to continue conducting research that indicates exploration into the multidimensional constructs that affect nurses' job satisfaction. Research is also needed to assess NLRN job satisfaction for those who work in hospital organizations, and job satisfaction of nursing leaders and educators. Future researchers should consider Generation X and millennials as the most predominant population of workers (Kosterlitz & Lewis, 2017) indicating that meeting NLRN needs should be a priority for healthcare organizations, although all nurses' job satisfaction needs are essential (Grant, 2016).

This study provides an avenue of exploration regarding NLRNs age, Magnet or union affiliations, and can contribute to social change by increasing awareness regarding NLRN Generation X and millennial nurses' job satisfaction. Furthermore, acknowledging the use of secondary data can be beneficial and necessary to understanding how

individuals respond to research using a national search for participants. The study findings can be implemented in current nursing practice and future researchers can use the results to assist with decreasing national nursing shortages among the NLRN population.

Conclusion

This finding of this study can expand nursing research regarding job satisfaction among NLRNs from the Generation X and millennial population. Maintaining job satisfaction for nurses is an important initiative required to retain employees and to improve national nursing shortages. Therefore, healthcare organizations and nurse leaders are to ensure that nurses are satisfied with their workplace environments. Healthcare organizations and nursing leaders are to promote a positive work environment and maintain nurses' job satisfaction. This process can be accomplished as healthcare organizations identify the characteristics of Magnet and union hospitals, and job satisfaction needs required from each generation. The NLRNs can experience growth and robust learning opportunities in nursing workplace settings where they are satisfied. Nevertheless, nurses may become reluctant to change jobs when there is an overall sense of satisfaction and commitment to their jobs.

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Manuscript 3 Title: Generation X and Millennial Nurses Job Satisfaction and Turnover

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Outlet for Manuscript

I intend to submit this manuscript to Elsevier Nurse Leader Journal. Manuscripts

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The Nurse Leader Journal provides evidence-based resources for nurses. Journal

publications are targeted to current or aspiring nurse executives, leaders, and managers.

The content of this study provides new evidence regarding the nursing shortage from the

most predominant generations employed in nursing. I explored the difference between

Generation X and millennial registered nurses' (RNs) job satisfaction and turnover. I

reported on an important research problem using quantitative investigative methods,

techniques, and instruments used to develop new research to advance healthcare

organizations, nursing knowledge, and research.

Abstract

Researchers have predicted that 1.2 million registered nurses will be required by 2022 to meet the growing healthcare demand and to prevent nursing shortages. Working in the nursing industry can be physically and emotionally demanding, and nurses may be frustrated with their work conditions when they are not conducive to providing safe, quality, patient-centered care. The purpose of this quantitative comparative study, guided by Maslow's and Herzberg's theories, was to determine if there was a difference in turnover and job satisfaction among RNs. An ANOVA was used to examine the difference in turnover and job satisfaction in millennial and Generation X RNs. The random sample of 225 cases was drawn from the original study by Kovner and Brewer's (2016) NLRNs' RN Work Project. Study results showed that no statistically significant differences in RN generation, job satisfaction or turnover, and there was no statistically significant interaction effect on age and job satisfaction. Implications for future studies include examining RN from various generations with greater than one year nursing experience. Understanding the factors associated with maintaining NLRNs' job satisfaction can provide insight to healthcare organizations and nursing leaders to determine ways to decrease employee turnover and nursing shortages.

Introduction

Today's healthcare organizations consist of three distinctive nursing generations: baby boomers, Generation X, and millennials. According to Howe and Strauss (2014) baby boomers are individuals born between 1943 and 1960, Generation X are those born from 1961 to 1981, and millennials are people born between 1982 and 2004. Furthermore, Roosma (2018) explained that baby boomers were born following World War II, whereas Generation X was born during a time of declining childbirths. Millennials are expected to comprise more than 75% the United States workforce (Coburn & Hall, 2014). The baby boomer generation has led the workforce, and economic instability has driven this generation to delay retirement (Kosterlitz & Lewis, 2017). However, the United States Census (2018) estimated that millennials will outnumber baby boomers and Generation X by 2020. Millennials are projected to represent 50% of the nursing workforce, and 75% of overall employment in the United States (Coburn & Hall, 2014). The impending nursing shortage is a major concern resulting from a combination of retiring nurses and an aging United States population (Coburn & Hall, 2014) as people in Western societies are living longer, and there is an increased demand for healthcare services. Therefore, exploring Generation X and millennial nurses' job satisfaction and turnover can provide the knowledge needed to further reduce national nursing shortages and increase the availability of nurses employed in the United States.

RN turnover has been increasing for the past four decades. Reports projected a 27.3% nurse turnover rate in 2018 (Colosi, 2016). The nursing industry should anticipate

future RN shortages of more than 260,000 by 2025 (Coburn & Hall, 2014). Therefore, healthcare organizations and nurse leaders are encouraged to address nurses' job satisfaction to prevent staff turnover and to overcome nursing shortages. Healthcare organizations must identify that each generation of nurses presents a unique set of values and traits for meeting their needs (Reinbeck, 2015). Healthcare leaders should understand what motivates nurses and recognize that increasing RN job satisfaction reduces RN turnover and departmental costs.

Nurses' job dissatisfaction and turnover are problems faced by many healthcare organizations. RNs who are dissatisfied with their jobs eventually resign (Khan et al., 2018). However, organizations can regulate the frequency of RN turnover by maintaining nurses' job satisfaction. Generation X and millennial nurses will soon become the majority of nurses working in healthcare (Coburn & Hall, 2014). Therefore, these nurse cohorts were investigated to identify if a difference exists between job satisfaction and turnover. Furthermore, mismanaging Generation X and millennials can be detrimental to nursing practice and patient outcomes and can add additional costs to healthcare budgets. The research of Newly Licensed Registered Nurses (NLRNs) job satisfaction and reducing turnover may offer positive social change within healthcare environments. The research findings provide healthcare leaders with evidence to successfully retain the forthcoming generations.

Significance/Importance

The American Association of College of Nursing (American Association of Colleges of Nursing, 2019) has a projected increase in RN shortage. By 2022, the

American Association of Colleges of Nursing (2019) projected more RN jobs would be available than any other profession resulting from nurse turnover and the expectation that 500,000 baby boomer RNs would retire. Nurse leaders in the United States are challenged to address nurses' generational values to increase job satisfaction and retention among RNs. The increase in nurse turnover has been attributed to insufficient RN pay, increased workload, inflexible work hours, and lack of recognition and preceptor and mentorship programs (Coburn & Hall, 2014). LeFasseur et al., (2009) identified that generational differences in RN job dissatisfaction and turnover has been an ongoing challenge for employers is considered disruptive and costly for healthcare organizations. Kovner et al., (2014) defined RN turnover as the process of nurses transferring out of their current healthcare organization or leaving the nursing profession entirely. Turnover can occur voluntarily by the nurse or involuntarily by the employing organization (Kovner et al., 2016). Voluntary turnover can result from nurse dissatisfaction, lack of job commitment, low salary, lack of promotion, demanding work conditions, management issues, relocation, advanced education, health, stress, or burnout.

Job satisfaction is important research that warrants further exploration in professional registered nursing and clinical practice (Djukic et al., 2014). It is estimated that at least 20% of millennial nurses who are younger than 40 years old are more likely to leave their nursing jobs (United States Health Resources and Services Administration, 2019). Generation X are a minority of the U.S population, and therefore, they alone cannot solve the demands of healthcare staffing. Furthermore, Generation X is an

understudied population, and additional research is required to discover job satisfaction and turnover factors among this population.

Meanwhile, healthcare leaders are left to fill vacant nursing positions and are responsible for budgeting for staffing replacement costs. As a result, nurses are undertaking challenging work assignments and heavy workloads that negatively impact the quality of patient care and increase costs for healthcare organizations. The effects of positive social change may foster a more satisfied nursing workforce. This can be achieved by examining differences between nurses' job satisfaction and turnover.

Theoretical Framework

The development of the hypothesis was based on Maslow's (1943) hierarchy of needs regarding generations of nursing. Maslow's (1970) theory detailed a pyramid of needs that applies to social science and clinical nursing practice. The theory promotes a hierarchy of needs with the intent of achieving satisfaction of an individual's physiological, safety, belonging, and self-esteem needs that then lead to self-actualization. Attaining the full potential of satisfaction includes a progressive movement from a person's primary needs to their highest level of self-actualization. Maslow's theory states that "what a man can be, he must be, which is to attain each level of need before progressing to the next" (McLeod, 2018). Maslow's hierarchy of needs can be applied in nursing practice and in workplace settings and is frequently adopted by the nursing industry to help nurses personally and professionally (Maslow, 1970). Maslow's hierarchy of theory can assist healthcare professionals with providing comprehensive healthcare for the whole person, and to understand self-motivation and the need for self-

actualization to obtain job satisfaction. Furthermore, nurses can learn about themselves, and their coworkers, and leaders can better understand what drives nurses' satisfaction and their intent to remain employed with healthcare organizations.

Herzberg's (1950) motivation-hygiene is a two-factor theory applied in this study. Herzberg's (1959) book entitled *The Motivation to Work* published additional evidence of factors regarding employee motivation and job satisfaction. Herzberg denoted factors as either satisfiers or dissatisfiers that influence employees' intent to remain employed with organizations. According to Wernimont (1996), employee motivation results in either intrinsic or extrinsic motivating factors. Intrinsic factors are internal forms of employee motivation, such as employee attitudes, recognition, work achievement, performance, promotion, and accountability. Extrinsic factors are outside demands such as employee working environment, rewards, and incentives aiming to reach a specific goal, or obligations to avoid negative consequences (Hackman & Oldham, 1976). As a result, certain factors in the workplace can either improve employee job satisfaction or promote dissatisfaction—Herzberg's theory of motivation detailed how individuals gain internal satisfaction with their role or the job.

Statement of Purpose

The purpose of this study was to determine the difference in turnover and job satisfaction between Generation X and millennial RNs. As the baby boomers continue to exit the nursing profession, Generation X and millennials will become the majority cohorts employed in healthcare (Bejtkovsky, 2016). I used the study to detail nurses' overall satisfaction with their jobs and determine what approach healthcare organizational

leaders can take to ensure nurses' needs are met. Therefore, it is imperative to explore

Generation X and millennial nurses' job satisfaction and what healthcare organizations

can do to keep them employed. The process of meeting nurses' generational needs

provides a continuum of decreasing turnover, reducing healthcare costs and providing

quality patient care.

Researchers projected the national nursing shortage will continue to increase

during the upcoming decade (American Association of College of Nursing, 2018).

Meanwhile, Generation X and millennial nurses are anticipated to dominate the national

workforce by 2025 (Coburn & Hall, 2014). Their consistent entry into the profession

requires nurse leaders to implement specific retention strategies to meet nurses'

generational job satisfaction needs to prevent employee turnover. Therefore, exploring

Generation X and millennial nurses' job satisfaction can assist healthcare leaders to

circumvent nurse staffing shortages and employee turnover, which is vital to decreasing

healthcare costs and providing quality healthcare services (Colosi, 2016).

Moreover, healthcare organizations experience increased financial costs resulting

from an increase of nurse turnover when replacing a retiring or dissatisfied RN. The

national RN vacancy rate is also projected to increase, and healthcare organizations are

investing twice the amount of one RN's salary when hiring and training a new nurse

(Colosi, 2016). The enduring process of replacing RNs results in continual increased

costs for healthcare organizations. According to Kovner and Brewer (2016), healthcare

organizations can save considerable costs by implementing strategies to understand

Generation X and millennial nurses' job satisfaction while simultaneously budgeting for baby boomer generation retirement.

Relevant Scholarship

I analyzed nurses' generation, job satisfaction, and turnover rates that are also consistent with findings that explained the assumption that employee needs and satisfaction are inconsistent and differs within generational groups (Jobe, 2014). Furthermore, Colosi (2016) reported an increase in nursing shortages over the past decade and anticipates that this will continue. Further statistics support that the nursing shortage will intensify by 2020 (The Institute of Medicine, 2010). RNs also reported not having enough time to care for patients, and 38% of RNs are considering resigning from their current jobs. The data set revealed that 35% of nurses report they would not be working in their existing position within a year (Kershaw, 2011).

Nurse satisfaction and turnover was previously explored by Keepnews et al., (2010) where they examined job satisfaction and turnover among the Generation X and millennial nurse populations. However, there was a gap in the nursing literature that required further investigation regarding the two most predominantly employed generations of nurses. Healthcare organizations face challenges with managing the dynamic nature of the workforce environment with a modern era of nurses working in the nursing profession (Unruh & Zhang, 2014). Additional research findings regarding Generation X and millennial nurses' job satisfaction and turnover may offer positive social change. The outcomes of the study contribute to the growth and development of the nursing profession while simultaneously increasing nurses' job satisfaction and

preventing turnover by identifying priority needs and motivational strategies that both satisfy and retain Generation X and millennial nurses. This crucial problem further exacerbates the nursing shortage and leads to a decrease in quality healthcare services. In addition, following traditional strategies for maintaining employees' job satisfaction were not suitable when attempting to meet the needs of today's multifaceted generations of nurses. Therefore, it is essential that healthcare organizations work toward balancing staffing and try to satisfy nurses to decrease future RN turnover rates.

Research Questions and Design

The research question and hypotheses that guided this study are:

RQ: What is the difference in turnover and job satisfaction between Generation X and millennial RNs?

H_0: There is no difference in turnover and job satisfaction between Generation X and millennial RNs.

H_A: There is a difference in turnover and job satisfaction between Generation X and millennial RNs.

In order to test the null hypothesis, I performed a two-way ANOVA to examine the differences between two generations of nurses' job satisfaction and turnover. Data were obtained from the RN Work Project (Kovner & Brewer, 2016). Only the interaction effects of generation, job satisfaction and turnover were of interest, and therefore, I only examined the main effects in this analysis.

A deductive research approach determined the interaction between the NLRN Generation X and millennials by gender and job satisfaction. The influence of logical

positivism and empiricism in nursing practice assists with validation of the study results by creating new evidence that supports satisfying and retaining nurses within specific gender groups (Grove et al., 2013). Warner (2013) explained that collecting and comparing data on multiple subjects can prevent threats to internal and external validity. Therefore, the interaction between NLRN from Generation X and millennial populations is explored using Maslow's (1970) and Herzberg's (1965) theoretical concepts.

This study included an analysis of an individual group of NLRN from the Generation X and millennial generations. The RN generation, job satisfaction and turnover was measured using Kovner and Brewer's (2016) Inter-University Consortium for Political and Social Research (ICPSR) NLRN Cohort 3 Survey. The researchers codebook illustrated the variables within the data set (Kovner & Brewer, 2016).

The NLRN data set contains questions addressing NLRNs' satisfaction with their jobs, and their intent to remain employed or leave their current employer as soon as possible. The independent variables were the NLRN generation and job satisfaction. The dependent variable was turnover. The NLRN data set incorporated the targeted variables whereas variable differences were determined using statistical analysis. The data set included variables from questionnaires of NLRNs. Descriptive analysis and ANOVA were used to examine nurses' turnover against the independent categorical variables, generation and job satisfaction using SPSS Version 25.

The selected variables relate to the nursing profession and can be observed as evidence and intent to explore the nursing literature to decrease the national nursing shortage. The results contribute to positive social change by indicating if nurses are

satisfied with their jobs and if responses indicated differences of job turnover and turnover across generations. Nurses who are satisfied with their jobs may remain in the nursing profession further promoting positive social change as turnover would naturally decrease. Although healthcare organizations and nursing leaders may be knowledgeable regarding the importance of decreasing turnover, identifying generation differences and job satisfaction for Generation X and millennials may ultimately improve recruitment and retention opportunities among the most distinctive generational groups employed in nursing practice.

Methods

Participants

The sample population was obtained from the Robert Wood Johnson Foundation or RWJF (2012) RN Work Project, a longitudinal wave design detailing a national study of NLRNs. Kovner and Brewer (2014) were the principal investigators of the study that explored nurses' career intentions, attitudes, job satisfaction and retention (Robert Wood Johnson Foundation RN Work Project,, 2012). The Walden University IRB approval number is 04-27-20-0081202.

The second survey of NLRN cohort data collection occurred in 2012, and research findings were released in 2016 (Kovner et al., 2016). Data collection began in 2016 for the third cohort of nurses. This survey was conducted to supplement the examination of NLRN who obtained their first license to practice between 2014 and 2015. The data sets were released in 2018 (Kovner & Brewer, 2016). I used Kovner and Brewer's (2016) Inter-University Consortium for Political and Social Research's

(ICPSR) NLRN Cohort 3 Survey that uses secondary data sets for data extraction and includes questionnaires from nurse participants from multiple states. The sources of data used to operationalize the variables include statistics from a secondary data set of NLRN who obtained their first license to practice in 2014 (Kovner & Brewer, 2016). The variables were listed in the coding outlined within the Inter-University Consortium for Political and Social Research's (ICPSR) NLRN data set. The data set contains clear and concise interpretation of the research findings. The NLRN Generation X and millennials are the intended population in this study. The original sample size included 1,706 NLRN residing in 14 states across the country. The final RN response rate was 36%.

Sample and Power

This study was a correlational nonexperimental research study examining the relationship between groups, using secondary data obtained from Kovner and Brewer's (2014) research study. I used the data to explore NLRN Generation X and millennials job satisfaction and turnover. The Inter-university Consortium for Political and Social Research's national database allowed for convenience sampling that was readily available to researchers (Kovner & Brewer, 2016). An empirical investigation was conducted to explore the phenomena of job satisfaction. I displayed study findings using a cross-sectional research design to observe NLRN Generation X and millennials at one specific point in time (Laerd Statistics, 2019).`

Knowing and selecting the optimal sample size helps to prevent Type 2 errors (Faul et al., 2009). A medium effect size was chosen to allow for best external validity. The alpha level of 0.05 was chosen to reduce Type 1 error while the power level of .80

was chosen as the level of statistical power. According to Faul et al.(2009), as a general guideline to run ANOVA main effects and interactions, the power level is usually set at 80% or higher, indicating a chance of obtaining a p value of less than 5%. Participants were selected using a random sampling strategy. Simple random sampling provided an equal chance to statistically calculate NLRN participant questionnaire responses. I used power analysis to calculate statistical power. I used G*power to calculate power for the predictor variable main effects and interactions using two way ANOVA (Faul et al., 2009) with an alpha of *05*, power =.*80*, and a medium effect size *f =.25* that yielded a sample size of 225.

Variables/Sources of Data

I used SPSS Version 25 to conduct and analyze the data and to compare differences between generational groups. The statistical analysis was conducted to determine if nurses' turnover (dependent variable) differed between millennial and Generation X nurses' job satisfaction (independent variables). The variables were derived from secondary data of NLRN Generation X and millennials. This research was constructed from Kovner and Brewer's (2015) most recent NLRN survey results. The population included participants from the Generation X and millennial nurses. Participants received questionnaires in the mail to assess their job, anticipated career changes, and attitudes regarding their work experiences with healthcare organizations (Kovner & Brewer, 2015). Registered nurses' age group was the independent variable while job satisfaction and turnover are the dependent variables denoted in this study.

The codebook and study results illustrated the variable "Age groups" in values of 1-4. For this study, Value 1 represented millennial participants < 29 years old, Values 2 and 3 represent Generation X 30–39 or 40–49 years old. The baby boomers are represented in the codebook as participants aged 50 or more years old. The participant age groups are manipulated to identify the NLRNs' ages during the year of questionnaire completion.

Job satisfaction was the second independent variable. The NLRN job satisfaction variable is named A28 in the codebook and was described as "satisfaction with your job" (Kovner & Brewer, 2016). The RNs job satisfaction scores are ranked using seven levels, 1 (very dissatisfied), 2 (dissatisfied), 3 (somewhat dissatisfied), 4 (neither dissatisfied nor satisfied), 5 (somewhat satisfied), 6 (satisfied) and 7 (very satisfied).

Turnover was the dependent variable. Although Kovner and Brewer's (2016) codebook does not name the term "turnover," the data were coded as nurses' intent to leave their current employer. The reclassification of variable terms correlated with the intended research question constructs and can determine the effect among variables. Furthermore, turnover was also an interval variable. The nurses' turnover variable was identified in the codebook as A57A. The data codebook labeled the dependent variable turnover as, "Do you plan to leave or have you left the principal nursing position you held up to the date of the survey?" For this study, turnover was coded as: 1 – yes have left; 2 – yes will leave within the next 12 months; 3 – yes will leave in 1–3 years; 4 – no plans to leave within the next three years; and 5 – undecided.

According to Warner (2013), multivariate analysis was used to analyze data and to test hypotheses regarding the effects among variables. The NLRN data set incorporates the targeted variables and variable differences were displayed using statistical analysis. The data set included variables from structured observational surveys of NLRNs. Descriptive analysis using SPSS Version 25 identified the effects of nurses' job satisfaction and turnover. All three variables were presented in the NLRN data set and codebook.

Instrumentation or Measures

Data sets were collected for this study using the Robert Wood Johnson Foundation RN Work Project site (2012) that provided the permission to use the data set, referenced in Appendix A, developed by nurse experts Kovner and Brewer (2016). Kovner and Brewer collected data on two additional NLRN cohorts and this process helped separate threats to internal validity. Princeton Survey Research Associates International (PSRAI) determined the N of nurses by site to achieve a minimum of 1,500 completed surveys. The NLRN were assigned a random number. Each of the 27 sites were assorted based on the random numbers. The number of respondents were selected from each site.

Survey questions related to job satisfaction were included in the study, along with demographic questions about NLRN gender and age group. Data collection strategies were consistent with the research plan which ensured validity and reliability of the research instruments. (Warner, 2013). Refer to Appendix A.

Survey results were previously tested for reliability using a Cronbach's alpha of 0.8 that indicated good internal consistency and reliability of the data set (Warner, 2013). Face validity, convergent validity, and content criterion were met by using secondary data analysis from previous research studies conducted by nurse experts (Kovner & Brewer, 2016). The data accurately measures NLRN from Generation X and the millennial population.

Design and Analysis

I conducted a quantitative, comparative analysis research design to determine differences between Generation X and millennial nurses' job satisfaction and turnover. I compared group averages on the dependent variable (turnover) across different levels of the independent variables (generation and job satisfaction). The central analytical strategy of a three-way ANOVA aligns with the tested variables, and was conducted using the general linear model (GLM) inferential test. Warner (2013) explained researchers can use cross-tabulations to demonstrate patterns of differences among variables. In addition, measures of frequency, central tendency (*mode, median, and mean),* dispersion or variation (*variance, standard deviation*) and position (*percentile ranks*) were measured for overall statistical significance (Laerd Statistics, 2019).

The research study was designed to test the hypothesis that NLRNs turnover differ by job satisfaction and generation, and results are displayed using SPSS Version 25 output tables. The justifications for the study aimed to reduce the gap in nursing literature regarding the difference between Generation X and millennial RNs' job satisfaction and intent to remain employed. Further investigation regarding Generation X and millennial

turnover is required to assist with resolving the crisis arising from an impending national nursing shortage. Furthermore, this study provides an avenue for future studies regarding how to reduce the nurse deficit by determining how nurses' generational needs and job satisfaction can contribute to decreasing turnover in nursing.

Results

Execution

I studied a sample of NLRNs' working in various states across the United States who obtained their first license to practice in 2014, to identify factors that might affect an RN's job satisfaction (Keepnews et al., 2010) using a secondary data set from NLRNs (Kovner & Brewer, 2016). There were no changes in the sample of participants and no missing data.

Eligibility criteria included individual first time NLRNs. Participants read and understood the informed consent statement, were actively licensed RNs, and did not work outside of the United States as an RN before passing the NCLEX exam.

A two way (2X3) between groups ANOVA was conducted to explore the impact of RNs generation and job satisfaction on turnover. Participants were divided into groups according to their generation (Group 1: millennials and Group 2: Generation X). Table 5 depicts the descriptive statistics for the two independent variables in this study, NLRN generation and job satisfaction ($n = 225$).

Table 5

Descriptive Statistics: Job Satisfaction and Generation

Job satisfaction	Generation	Mean	*SD*	*N*
Very dissatisfied	Millennial	3.00	1.13	7
	Gen X	3.25	.957	4
	Total	3.09	1.04	11
Dissatisfied	Millennial	2.38	.744	8
	Gen X	1.80	.447	5
	Total	2.15	.698	13
Somewhat dissatisfied	Millennial	2.40	.548	5
	Gen X	2.38	1.26	13
	Total	2.39	1.09	18
Neither satisfied nor dissatisfied	Millennial	4.00	1.73	3
	Gen X	4.00	1.41	2
	Total	4.00	1.41	5
Somewhat satisfied	Millennial	3.25	1.16	20
	Gen X	2.87	.681	30
	Total	3.02	.915	50
Satisfied	Millennial	3.45	1.09	33
	Gen X	3.47	.857	51
	Total	3.46	.950	84
Very satisfied	Millennial	3.59	1.00	17
	Gen X	3.63	.792	27
	Total	3.67	.868	44
Total	Millennial	3.27	1.15	93
	Gen X	3.20	.969	132
	Total	3.23	1.03	225

Table 6 shows the results of the two independent variables that did not yield a main effect for the NLRN job satisfaction [F (1, 211) = 7.55, $p < .001$, $\eta2 .177$]. The main effect of generation was not significant, [F (1, 211) = .293, $p < .652$, $\eta2 .001$]. The interaction effect was also nonsignificant, [F (6, 211) = .459, $p < .838$, $\eta2 .013$] indicating that there was no interaction or moderation between the two independent variables (generation and job satisfaction) on the dependent variable (turnover).

Table 6

ANOVA Summary RN Job Satisfaction and Age

Source	*df*	MS	*F*	*p*	η^2
Job satisfaction	6	6.811	7.55	.001	.177
Generation	1	.216	.239	.652	.001
Job satisfaction * Generation	6	.414	.459	.838	.013

Note. R-squared = .199 (adjusted R-squared = .150); computed using alpha = .05.

Assumptions for ANOVA were met as the dependent variable (turnover) was measured at a continuous level and is a scale level of measurement. Two independent variables (generation and job satisfaction) consisted of two or more categorical groups. Observations were separate, and data sets were collected from different NLRN participants.

According to Warner (2013), there should be no significant outliers in any cell of the design. Outliers are data points that follow an unusual pattern. There were no outliers. I used the Shapiro-Wilks to test the normality of the RNs job satisfaction factor. The *p* - value of the Shapiro-Wilks test was significant, *p* <.05. The Levene's test of equality of variances was not statistically significant, *p* < .05 and equal variances are assumed.

Discussion

Interpretation

The findings from my study were similar to previous literature on RN generation and job satisfaction on turnover and provided information that supports the importance of maintaining Generation X and millennial nurse job satisfaction (Maio et al., 2017).

Researchers (Miao et al., 2017) have found that generational differences and job satisfaction differences impact turnover within nursing workplace environments. Dols et al., (2019), measured job satisfaction and turnover by the nurses' perceived ability to meet patient needs, increase pay rates, staffing, and nursing leadership support and found that these factors are associated with improving job satisfaction and preventing employee turnover. Miao et al., (2017) found that millennial nurses are staying on their jobs for three years or less, while Generation X remain on their jobs for 5 years or greater. The baby boomers were more committed to their work organization and remain with organizations for an average of 8 years. In comparison, Khan et al., (2018), notes that RNs dissatisfied with their jobs eventually resign, and therefore, a high employee turnover rate was noted as problematic in the nursing industry. Consequently, turnover has been associated with increased risk of patient harm and costly regulatory compliance mistakes.

In contrast, my results did not support the results from the literature resulting from the targeted variables and chosen method of analysis selected for this study. Nevertheless, it is important that healthcare organizations and nurse leaders focus on improving job satisfaction and preventing turnover among NLRNs from the Generation X and millennial nurse populations. This study contributes to the problematic national nursing shortage by raising awareness regarding the importance of satisfying and retaining NLRNs from the Generation X and millennial nursing pool.

This study aligns with Maslow's (1954) hierarchy of human needs theory of progression and corresponds with the many changes and challenges faced by Generation

X and millennial RNs who are working in healthcare organizations, that further supports

the need to meet NLRN nurses' job satisfaction and prevent employee turnover.

Herzberg's (1950) theory of motivation is also applied in this study, having asserted that

individuals are influenced by factors that result in motivation and satisfaction. Factors in

the workplace are drivers of job satisfaction and dissatisfaction such as intrinsic or

motivational factors, including employee recognition and work achievement, and

extrinsic or hygiene factors such as working conditions and organizational policies

(Herzberg, 1966).

Factors leading to employee motivation and job satisfaction influence employees'

intent to remain employed with organizations. As a result, Magnet organizations and

nurses' union affiliation in the workplace can either improve employee job satisfaction or

promote dissatisfaction (Jobe, 2014).

Limitations

There were limitations to this research study. I conducted the study using an

archived data set of RN participants. The original survey and data collection approach

might have induced bias, particularly by including only a small population of RNs

currently working in the United States. The study also did not include information from

expert nurses and that limits generalizability to expert nurses. The use of a Likert-type

scale results in survey response bias, whereas individuals tend to answer questions rather

quickly without insightful thought. The generation baby boomers were excluded from the

data output, the results and findings regarding this population were not disclosed.

However, generalizability is limited as the findings are from a sampled population of

NLRN Generation X and millennial nurses and is not applied to an entire population of RNs. However, this study produced reliable results from a representative sample of participants and can be applied to nursing practice. The Walden University IRB approval number is 04-27-20-0081202.

Implications

The research findings detailed an original contribution to organizations and nurse leaders by examining the difference between Generation X and millennials employed in healthcare (Kosterlitz & Lewis, 2017). Maslow's (1954) hierarchy of human needs is consistent with the requirements to achieve job satisfaction for RNs and his theory of progression corresponds to the many changes and challenges faced by RNs from Generation X and millennial RNs who are working in healthcare organizations. Herzberg's theory of motivation provides additional theoretical implications for this study; whereas, individuals are able to gain job satisfaction (Herzberg, 1950).

The application of human needs and job satisfaction theories results in an individual's happiness, contentment, and satisfaction (Maslow 1954). Additionally, Maslow and Herzberg theories can be applied in clinical practice as a way to provide greater insight regarding the importance of nurse satisfaction and to potentially alleviate an impending national shortage of RNs. The findings provided a platform for social change in organizations where the needs of the Generation X and millennial nursing workforces require further research (Unruh & Zhang, 2014). The results of this study provide an opportunity to make a positive impact on social change by exploring the difference between nurses' generation, job satisfaction, and turnover by examining how

the pursuit of RN job satisfaction can assist to improve it among both Generation X and millennial nurses working in healthcare.

The study focus is NLRN intent to leave and furthermore, healthcare organizations that are facing RN employment deficiencies because there is insufficient literature regarding the national shortage of RNs and the reason for unavailability of those RNs. It is not known if there will be enough RNs to meet future healthcare demands. Therefore, further exploration of preventing RN turnover is essential for the future of nursing practice and contributes to positive social change by reducing the identified research gap in national nursing shortages.

Recommendations

Generation X and millennial nurses require further exploration to understand what satisfies them, the findings of this fundamental research question may in turn contribute to job satisfaction and enrich the available literature on reducing RN turnover. More research is needed on NLRN Generation X and millennials because these groups are the most predominant population of RNs in the workforce. Therefore, preventing turnover among NLRNs should be a priority for healthcare organizations. Also, consideration and allocation of using an instrument to assess nurses' turnover are needed among healthcare organizations and nursing leaders. Future researchers should consider NLRN Generation X and millennials as the most predominant population of workers. Therefore, preventing turnover among NLRNs should be a priority for healthcare organizations.

Furthermore, acknowledging the use of secondary data can be beneficial and necessary to understanding how individuals respond to research using a national search for participants. Quantitative data analysis is suggested to provide a numeric difference in sample populations. Also, the use of SPSS software assists researchers with user-friendly software to gather, conduct, and save research findings.

Conclusion

Conclusions relating to this study may advance nurse research by examining factors that contribute to nurses' job satisfaction. This study's findings expanded nursing research regarding NLRNs from the Generation X and millennial nurse populations as job turnover may contribute to factors such as generation and job satisfaction. Therefore, further exploration of nurses' generational needs is essential for the future of nursing practice and contributes to positive social change by reducing the identified gap in national nursing shortages. Furthermore, there is an urgency as Generation X and millennials are a significant population of nurses who are in desperate need to fill the gap of the national nursing shortage (Kosterlitz & Lewis, 2017).

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Part 3: Summary

Integration of the Studies

The purpose of this three-manuscript dissertation was to investigate the national nursing shortage with an emphasis on integrating the importance of nurse job satisfaction. Quantitative research was conducted to examine the differences among NLRNs' from the Generation X and the millennials. Nurse attributes included in the research study were job satisfaction, gender, union or magnet affiliations, and turnover. Secondary data were collected from the Robert Wood Johnson Foundation RN Work Project (2012) conducted by Kovner and Brewer (2016). The implications of the research findings included raising awareness of job satisfaction among multiple generations of nursing professionals (Kosterlitz & Lewis, 2017).

The data sets were used to evaluate RNs job satisfaction and retention. Resulting from the impending nursing shortage and the influx of Generation X and millennial nurses in the workforce, the findings may promote the retention of NLRN nurses in healthcare organizations (Kosterlitz & Lewis, 2017). Even though the inclusion criteria of NLRNs with 1 year of nursing practice experience yielded a total sample of 220, there were slight variations among the generation sample groups and the results were not significant. However, the data analysis can still provide insight to healthcare organizations for understanding the importance of maintaining nurses' job satisfaction across generations. This study is significant to nursing practice because the increase in healthcare consumer demand raises the importance of satisfying and retaining NLRNs.

Common Themes/Results

NLRNs from Generation X and millennials reported on job satisfaction. NLRN

union and Magnet affiliations were not associated with job satisfaction and employee

turnover. The findings are aligned with Maslow's (1943) theoretical concept on the

hierarchy of human needs regarding the requirements of achieving job satisfaction for

RNs. Maslow's theory of progression corresponds to the many changes and challenges

faced by RNs from Generation X and millennials who are working in healthcare. The

practice and continuation of Maslow's hierarchy results in an individual's happiness,

contentment, and satisfaction. Additionally, Herzberg's theory of motivation also aligned

with the research findings that detailed how individuals gain internal satisfaction with

their role or job. Herzberg's (1965) motivation-hygiene theory provided additional

support for the findings of my study as evidence of intrinsic and extrinsic factors leading

to employee motivation and job satisfaction. There were limited unanticipated insights or

findings associated with the findings discussed in the three manuscripts, such as

nonsignificance and ensuring post hoc test and pairwise comparisons correlated with the

interpreted results.

Positive Social Change

The findings of this study may assist healthcare organizations on improvement in

job satisfaction and retention among nurses (Jobe, 2014). Nevertheless, other factors

should be explored, such as an evaluation of the Generation Z, exploring nurses who have

more than 1 year experience, and nurses across the nation, to see what contributes to job

satisfaction in RNs. The results contribute to positive social change by indicating if

nurses are satisfied with their jobs and intend to remain in the nursing profession, that directly relates to an impending nursing shortage that negatively affects patient care. If reputable healthcare organizations can elevate the job satisfaction of nurses for Generation X and millennials, this may offer a significant opportunity to improve the nursing profession and decrease continuing national nursing shortages.

Future Research

Generation X and millennials are two predominant populations of RNs in the United States. Therefore, meeting millennials' and Generation X RN needs should be a priority for healthcare organizations as multiple generations of nurses are needed to fill the gap of the national nursing shortage. The research findings will also provide awareness to healthcare leaders to focus on ways to improve NLRN Generation X and millennial nurses' job satisfaction in today's healthcare workforce (Kosterlitz & Lewis, 2017).

Lessons Learned

Lessons learned include awareness of the retirement of baby boomers that will further intensify the necessity for healthcare leaders to recruit and retain RNs from Generation X and millennials (Kosterlitz & Lewis, 2017). Generation X and millennial RN are currently working at the forefront of nursing, and many nurses are desperately needed to fill the significant nursing shortage. Therefore, maintaining Generation X and millennial RN satisfaction is of vital importance. Healthcare organizations and leaders should explore Generation X and millennial nurses' job satisfaction and evaluate

opportunities for Magnet recognition and union affiliation, which will assist with reducing national RN shortages.

Conclusion

The study did not yield a significant finding that could confirm whether NLRN from Generation X and millennials, and gender, union, and Magnet afflictions affect job satisfaction and turnover. The research findings supported the knowledge gap among healthcare organizations and nurses related to maintaining Generation X and millennial NLRNs' job satisfaction. Integration of the three-manuscript dissertation serves to expand nursing research and can be further explored among all generations, leading to further studies to decrease the national nursing shortage. My study showed no interaction between NLRN millennials, both men and women, and job satisfaction. Also, there was not an interaction between NLRN generation, magnet affiliation, and age, thereby indicating no relationship between generation, job satisfaction, and turnover.

In summary, maintaining a nurse's job satisfaction is important to ensure nurses are retained in workplace environments. Healthcare organizations and nurse leaders should ensure that RNs from various generations are satisfied with their work environments. Conclusions relating to this study will expand nursing research that examines factors that may contribute to nurses' job satisfaction. The main results included that the current nurse shortage is a national epidemic that requires further exploration to improve RN job satisfaction and foster environments focusing on retaining generations or nurses. Therefore, further investigation of nurses' generational needs is essential for the future of nursing practice and will contribute to positive social change by

reducing the identified gap in the literature regarding improving national nursing

shortages.

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Newly Licensed Registered Nurse New Cohort 3 Survey, 2016 (ICPSR 36821)

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- The violation may be reported to the Research Integrity Officer, Institutional Review Board, or Human Subjects Review Committee of the user's institution. A range of sanctions are available to institutions including revocation of tenure and termination.

- If the confidentiality of human subjects has been violated, the case may be reported to the Federal Office for Human Research Protections. This may result in an investigation of the user's institution, which can result in institution-wide sanctions including the suspension of all research grants.

- A court may award the payment of damages to any individual(s)/organization(s) harmed by the breach of the agreement.

Definitions

authorized user
    A faculty member, staff member, or student at a member institution
ICPSR
    Inter-university Consortium for Political and Social Research
member institution

An institutional member of ICPSR

Official/Designated Representative

An individual appointed to represent a university's interests in ICPSR. This individual is also charged with providing user support to campus users.

promise of confidentiality

A promise to a respondent or research participant that the information the respondent provides will not be disseminated without the permission of the respondent; that the fact that the respondent participated in the study will not be disclosed; and that disseminated information will include no linkages to the identity of the respondent. Such a promise encompasses traditional notions of both confidentiality and anonymity. Names and other identifying information regarding respondents, proxies, or other persons on whom the respondent or proxy provides information, are presumed to be confidential.

research subject

A person or organization observed for purposes of research. Also called a respondent. A respondent is generally a survey respondent or informant, experimental or observational subject, focus group participant, or any other person providing information to a study or on whose behalf a proxy provides information.

AgreeDisagree