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Generational Differences in Nursing Turnover

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This is to certify that the doctoral study by

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has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

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Walden University
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Abstract

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by

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Master of Science in Nursing Administration, Capella University, 2017

BSN, University of Central Florida, 2015

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Abstract

Nursing is currently the largest job category in U.S. health care requiring proper recruitment and retention of nurses. As the current generation of nurses ages out of the workforce due to retirement, new nurses will need to cover the gaps in the workforce. The purpose of this quantitative correlational study was to examine the relationship between voluntary turnover, involuntary turnover, and career change among nurses who were born between 1980 and 1995 (Millennials) and those born between 1965 and 1979 (Generation X). The theoretical framework was Mannheim's theory of generations. Secondary data were collected from exit interviews with 811 respondents from 2016 to 2019 in the Southeast United States. The data were analyzed using chi-square and logistical regression analyses. The results indicated statistical significance in voluntary nursing turnover when comparing the Millennial generation and Generation X. The entire data set showed a correlation of turnover and age with each result being statistically significant ($p < 0.05$). For Generation X nurses, there was a 3.4% increase in turnover for every year of age increase; for the Millennial generation, there was a 7.6% increase in turnover for every year of age increase. No statistically significant relationship was found between generations when comparing turnover associated with career change. Results may be used by health care administrators to understand the unique needs of generational cohorts, and may offer insights into reducing nursing burnout and increasing nursing retention.

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Dedication

I want to dedicate this study to my parents, Tim and April. A lot of sacrifice was put into completion of this study; however, the constant support of my parents made this goal a reality. I am nothing if not the culmination of my parent's hard work, values, principles, and love for their children.

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Section 1: Foundation of the Study and Literature Review

Nursing is the largest occupation within the health care industry; due to the growing demand of health care services, there is an increasing demand for nursing staff (Park & Yu, 2019). Health care organizations currently employ a diverse group of nursing staff, and the older generation will retire leaving a gap to be filled by incoming nurses born within the Millennial generation. Research showed nursing shortages will increase unless issues of burnout and turnover are addressed (Housh, 2019). Focusing on factors that retain the new generation of nurses will prove beneficial to retention of nursing staff, which can directly combat nursing shortages. The purpose of the current study was to compare the Millennial generation to Generation X to determine whether evidence indicates a difference in nursing retention between the two largest generations within the nursing workforce.

Problem Statement

Nursing is a major contributor to the health care environment. The nursing presence is especially critical in the inpatient acute care setting. As nursing needs increase and the nursing turnover rate also increases, the outcome is an extreme nursing shortage. Nelson-Brantley et al. (2018) noted nursing turnover and burnout as a consequence of poor job satisfaction, quality of leadership, workload, policy, and lack of career development. The current generation of Millennials is entering the workforce rapidly and appears to experience burnout at the same rate as previous generations (Koppel et al., 2017). According to Schonfeld et al. (2019), burnout is a combination of emotional exhaustion, depersonalization, and lack of perceived accomplishment.

The difference between previous generational turnover and burnout does not attribute causation to Millennial turnover and attrition. Nursing turnover and satisfaction are challenges in the current health care workforce. The yearly turnover of new nurses is concerning because of the financial and environmental impact. According to Ikematsu et al. (2019), roughly 41% of nurses left the workplace within a year. Losing 41% of nursing staff directly affects the work environment and significantly impacts the organizational budget and possibly patient care. This situation is critical for hospital administrators to understand and work toward improving. There have been many studies about nursing turnover but none have addressed the differences in turnover between Millennials born between 1980 and 1994 and Generation X born between 1965 and 1979. A better understanding of these differences could enable administrators to develop programs and benefits that decrease turnover, improve retention, improve nursing satisfaction, and strengthen fiscal growth.

Purpose of the Study

The purpose of this study was to compare the turnover rates of nurses who were born between 1980 and 1995 (Millennials) and those born between 1965 and 1979 (Generation X). This study could provide information about ways to reduce nursing shortages while improving retention measures. With an administrative focus on the future of health care, the Millennial nurse population needs to be examined to determine factors leading to turnover of younger generations (Housh, 2019). This topic is particularly important to hospital administrators because nurses born prior to 1965 are approaching retirement and retention is a priority for hospitals and clinics as the turnover rates

continue to surge. Understanding whether there are differences in retention between Millennials and Generation X could provide knowledge about how to improve retention for future generations (Hopson et al., 2018).

The independent variables were Millennials born between 1980 and 1995 and Generation X born between 1965 and 1979. The dependent variables were voluntary turnover rates, involuntary turnover rates, and career change. As Schein (2017) reported, the need to address nursing turnover is at a critical stage, and knowledge gained from this study could support programs and policies that may make a positive difference in lowering nurse turnover.

Research Questions and Hypotheses

RQ1: Is there a significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and nursing turnover?

$H_0$1: There is no significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and nursing turnover.

H_a1: There is a significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and nursing turnover.

RQ2: Is there a significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and involuntary turnover (turnover associated with breaking policy or code of conduct)?

$H_0$2: There is no significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and involuntary turnover (turnover associated with breaking policy or code of conduct).

H_a2: There is a significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and involuntary turnover (turnover associated with breaking policy or code of conduct).

RQ3: Is there a significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and career change?

$H_0$3: There is no significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and career change.

H_a3: There is a significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and career change.

Theoretical Framework

The theoretical framework used for the study was Mannheim's (1952) theory of generations. Mannheim examined how various generations experience the influence of sociohistorical environments, transitioning into predictable cohorts. Manheim concluded that individuals evolve over time; however, most of the core values, beliefs, attitudes, and behaviors mimic other individuals within a cohort. However, individuals from different cohorts exhibit different values, beliefs, attitudes, and behaviors. In relation to the current

study, Mannheim's generational cohort theory addressed the independent variable (Generation X and Millennial generation).

Nature of the Study

The goal of this research was to study organizational retention of the nursing workforce. The current increase in nursing turnover and the increase of Millennials entering the workforce has created a decline in nursing retention rates. I examined whether there was a relationship in turnover between Millennials and Generation X nurses. The results could lead to the creation of programs and retention efforts based on generational relationships. A large health care organization was willing to share secondary data with me. The variables were all nominal variables that were processed through a multiple regression model to determine statistical significance and meaningful application. The multiple regression was used to compare the Millennial generation and Generation X to nursing turnover. The generational variables were the independent variables that were analyzed against the dependent variable, nursing turnover. This regression model was used to compare multiple independent variables to the dependent variable (see Frankfort-Nachmias & Leon-Guerrero, 2018). The multiple regression model was appropriate to examine the study variables.

Literature Search Strategy

The Walden University library, Google Scholar, and the University of Central Florida library were searched using keywords and phrases including *nursing*, *leadership*, *millennials*, *workforce*, *retention*, *retirement*, *organizational budget*, *burnout*, *shortage*, *motivation-hygiene theory*, and *generational*. The search process included a broad search

on nursing turnover and more specific topics believed to be associated with nursing turnover. The search was further distinguished by focusing primarily on articles published between 2015 and 2020; however, for pertinent information regarding theoretical framework and generational differences, old articles were used. The peer-reviewed articles where obtained from ProQuest, JONA, JOMN, JEN, ASBN, and SAGE journals. Multiple studies using mixed methods, qualitative methods, and quantitative methods were examined.

Literature Review

Nursing turnover is a growing concern in health care. Nursing turnover can be associated with factors including burnout, nursing shortages, and poor retention. The literature revealed how each factor contributes to a current problem in health care. Nursing burnout is a culmination of increased stress, low autonomy, and poor relationships. Nursing turnover is related to cultural problems, lack of recognition, and lack of growth. To combat burnout and turnover, nursing recognition must be utilized effectively. Comparing how each of the factors affects various generations may provide insight into the future of health care and nursing.

Nursing Burnout

The major theme observed throughout the literature is the increasing rate of nursing burnout. Burnout is physical and emotional fatigue leading to negative job tendencies (Bakhtom et al., 2019). Furthermore, job burnout increases as constant contact with patients increases, propelling nursing toward the top of burnout occupations. As nursing burnout increases within the organization, the nurse's satisfaction decreases.

Schein (2017) noted that workforce satisfaction decreases when the organization is not meeting the needs of their staff. The underlying causes of nursing burnout include many controllable factors. Housh (2019) noted driving factors in nursing burnout including poor scheduling, staffing ratios, and increased violence in health care.

Triana et al. (2019) described nursing as a profession that suffers from a high amount of job strain creating an underlying factor on nursing turnover. The cross-sectional study of 222 nurses indicated that nursing is an extremely stressful profession and requires a highly resilient workforce. Furthermore, job stress results from increased physical demands with low autonomy.

Nursing burnout has been correlated with job satisfaction and work environment (Al Sabei et al., 2020). The researchers explained that burnout influences turnover; nursing turnover is the decision to leave or vacate the profession. Burnout is mitigated by increasing education, hospital participation, and quality of patient outcomes (Al Sabei et al., 2020). The researchers summarized their findings to improve work environments so job satisfaction would reduce nursing burnout and turnover.

Nursing Turnover

Nursing turnover is a major issue in the current nursing workforce. Nelson-Brantley et al. (2018) investigated the workplace environmental effects on nursing turnover. The nursing environment has major implications on nursing retention and turnover rates. On average, 10% of turnover rates could be attributed to the workplace environment. In contrast, the hospital participation and physician relationships had no significant correlation to RN turnover as described in the nursing journal.

Palmer (2014) used a mixed-method survey to investigate the underlying reasons for nursing turnover, which included pay, lack of personal value, limited advancement opportunities, and absence of freedom. In addition, the amount of stress a nurse encounters on a daily basis has a major impact on turnover. Stress and poor management are among the reasons new nurses leave their jobs within the first 18 months (Saber, 2013).

The personal state of a nurses' health can contribute to turnover. Ikematsu et al. (2019) explored the issues of nurse turnover and the link to undiagnosed needs like dyslexia, attention deficit hyperactive disorder, and social anxiety through a quantitative descriptive survey. The study indicated that preexisting mental health concerns and the additional stress of nursing leads to turnover. The study included 66 nurses with preexisting disorders and revealed 40.9% of participants left their nursing job within a year.

Nursing burnout also contributes to poor quality of life through high stress and workloads. Kaddourah et al. (2018) used a cross-sectional survey of nurses with at least 1 year of experience to identify the negative impact turnover creates within an organization. The negative factors included stress and increasing workloads. The results indicated a need to improve quality of work life to reduce turnover because these factors showed positive correlations to reducing burnout.

According to Adams et al. (2019), nursing turnover is responsible for negative work environments. In addition to the lack of nurses in the workforce, there is also a decrease in morale that creates further pitfalls within the organization. A cultural change

toolkit was used to assess before and after effects on nursing burnout. The toolkit interventions included meaningful recognition, shared decision making, and increased leadership support; the toolkit was statistically significant ($p < 0.004$) in reducing burnout. The study revealed implications for reducing turnover within the toolkit; due to the toolkit's significance in reducing burnout, the study indicated there is an absence of meaningful recognition, shared decision making, and leadership support. Without these critical pieces, burnout is not being properly addressed in the nursing population. Hoeve et al. (2017) performed a qualitative study that identified major underlying reasons for nurses entering the workforce including caring impact, personal experiences, opportunities for growth, and role models. Furthermore, there was a direct correlation between unmet expectations and increase in nursing turnover.

Investigation of nursing turnover revealed an average of 18.2% turnover in nurses and as high as 35% in new graduate nurses (Potts et al., 2020). The researchers concluded that a shortage ranging from 300,000 to 1 million nurses would occur by 2020. With high volumes of nursing turnover, the preemptive and predictive hiring of employees is required to reduce vacancies; otherwise, the national shortage will continue to grow (Potts et al., 2020). During the time of nursing shortage, the staff are overworked and quality of patient care continues to decline creating opportunities for additional nursing turnover (Potts et al., 2020). Furthermore, the turnover provides opportunities to proactively rehire to reduce the time of position vacancy within the health care organization to improve quality metrics.

Nursing Shortage

Housh (2019) determined that the nursing shortage would become critical over the next few years with an increasingly aging population. Many older nurses will retire at the same time creating a surge in nursing vacancies. This critical shortage will need to be filled by the incoming generation of Millennial nurses. Over 33% of the current workforce in 2019 was over age 50 and was estimated to retire within 10–15 years (Housh, 2019). The gap created between nurses leaving the workforce and nurses entering the workforce must be filled; the largest generation in the workforce right now is the Millennial generation. It will become crucial to retain the Millennial population to combat the projected nursing shortage.

The National Center for Health Workforce Analysis (2017) noted the largest health care profession is nursing; however, there will be an estimated shortage of nurses in the United States by 2030. The supply and demand prediction model focused on the number of graduating nurses versus the number exiting the workforce from relocation, employment separation, or retirement. Based on the older age of current nurses in the workforce, an estimated one million full-time equivalents will leave the workforce. According to Heidari et al. (2017), the growing nursing shortage is a concern for the health care industry. The estimated nursing shortage raises concerns about reducing turnover to ensure the growing gap is closed.

Nursing is the largest health care profession and requires attention to increasing shortages (Park & Yu, 2019). Furthermore, patient outcomes and quality of care are globally affected by nursing shortages, making nursing retention an important issue.

Many nurse leaders agree that inadequate staffing contributes to poor patient outcomes, placing high priority on nursing retention factors (Park & Yu, 2019). The researchers noted the increasing supply of nurses was expected to reduce shortages; however, the shortage has continued to increase. The problem was attributed to the nursing turnover rate exceeding the incoming supply, leaving many health care organizations with a larger shortage then originally projected.

Nursing Retention

Nursing retention is a crucial aspect of the nursing workforce because the demand for nurses is increasing as the population expands. Drennan et al. (2016) performed semistructured interviews that indicated placing nurses in the proper roles upon hire increased retention. Furthermore, use of methods including increased pay, career progression, and work environment had implications for improving nursing retention. Implementing career paths for nurses and placing limits on temporary nurses' pay has been shown to improve retention rates in the workplace. The Millennial generation wants options for career growth throughout their nursing career because personal development is correlated with improving the retention rates (Drennan et al., 2016).

Job embeddedness is a key contributor to nursing retention; job embeddedness is defined as influencing factors that retain employees such as work relationships, engagement within the organization, and leadership engagement (Hopson et al., 2018). The study revealed nurses' desires for opportunities to learn, build relationships with coworkers, and improve work conditions. The positive interaction between nurses and their environment creates job embeddedness; through improving job embeddedness,

organizations can expect to retain nurses longer. Nursing retention is the antidote to burnout and turnover, and job embeddedness provides the antidote needed by associating the root cause off nurse burnout with nurse-reported factors of retention. The largest predictor of nursing retention is job satisfaction (Saber, 2013).

Engaging employees in their workplace increases the chances of employee retention. According to Koppel et al. (2017), nurses engaged in the workplace are more likely to retain employment. Additionally, there are incentives to improving nursing retention including reducing shortages, improving morale, and saving up to $90,000 in labor and onboarding (Koppel et al., 2017). The researchers conducted 90 telephone interviews that revealed a lack of loyalty in younger generations due to the expanding reach of job opportunities through technology; however, if nurses are retained past the 3-year mark, they are more likely to remain within the organization.

Nursing turnover is a growing concern and contributes to the nursing shortage facing the health care industry (Heidari et al., 2017). Nursing turnover can be examined using three categories including organizational, role, and personal (Heidari et al., 2017). Through the descriptive analysis of 500 nurses, the factors identified included physical location to work, staff sufficiency, supervisor support, and positive work environment. By supporting the staff more effectively and finding ways to reduce nursing stress, nursing retention efforts are a plausible solution to reducing turnover and organizational cost.

Nursing retention methods include increased autonomy, pay, and competencies. According to Park and Yu (2019), an increase in pay correlated to reduced turnover and

increased employee applications. Furthermore, nurses supplied with RN residency to improve competencies and skills showed improvement in nursing retention. An increase in autonomy for nurses can contribute to increased job satisfaction and promote retention (Park & Yu, 2019). Additionally, the researchers noted retention through a cohesive environment that promotes a cohesive workforce.

Nursing retention can be correlated to nursing job satisfaction; a method to increase satisfaction is improving the work environment. Creating a healthy work environment promotes job satisfaction (Wei et al., 2018). Additionally, the researchers noted increased quality of patient care and outcomes was associated with improved work environments. Furthermore, the outcomes of the work environment showed correlation with nursing satisfaction, retention, and job performance. The analysis revealed perception of supportive leadership can reduce stress, burnout, and turnover.

Career Change

Nursing is a career that exhibits large turnover volumes for various reasons. According to Nooney et al. (2010), the high turnover in nursing directly correlates with the nursing shortage. When surveying nurses who left the workforce, Nooney et al. found that 49.5% of respondents listed career change as a rationale for turnover. According to a review of nurses' intentions to leave the profession, around 9% of respondents across 385 hospitals indicated an intention to leave the nursing profession (Heinen et al., 2013). Lyons et al. (2015) observed that increasing career changes are correlated with various generations; the idea of changing careers is progressively accepted in the newer generations. As technology and access to the workforce has increased, the new

generations' ability to shift careers has increased too. According to Lyons et al., the goal of organizations is to recruit employees with multiorganizational skills, attributes, and personal networks. Generation X searches for career change to improve skills and pursue new opportunities, while the Millennial generation searches for career change to improve lifestyle instead of career progression (Lyons et al., 2015).

Generational Differences

O'Hara et al. (2019) examined the relationship between age groups and work satisfaction. The nursing workforce is composed of more than 30% Millennials; therefore, understanding their satisfaction needs is crucial. The secondary analysis of the professional practice survey revealed a difference of 2.6% variance in work satisfaction and age (O'Hara et al., 2019). The study's notable finding was the 63% correlation between work satisfaction in Millennials and supportive leadership.

The nursing workforce faces projected shortages as the current workforce moves towards retirement; however, there are still four generations employed in the nursing workforce (Keepnews et al., 2010). Generation X focuses on their career and company loyalty; in contrast, the Millennial generation is more dynamic and opinionated. This led to a higher job satisfaction rate in Generation X when compared to various generations across 6,541 surveys (Keepnews et al., 2010). The level of burnout was noted to be higher in the Millennial generation compared to baby boomers and Generation X; furthermore, the differences in generations extended to job satisfaction, organizational commitment, promotional opportunities, mentor support, and work–family conflict (Keepnews et al., 2010).

A generation is a group of individuals that share similar birth years, life experiences, and development stages, furthermore, each individual has separate life experiences, however, each generation tends to share similar work attributes (Hendricks & Cope, 2013). Generation X and the millennial generation work differently. Generation X prefers to work solo, without supervision, and value work-life balance, in contrast, the millennial generation prefers working as a collective with strong peer relations, and values career growth opportunities (Hendricks & Cope, 2013). Generation X primarily seek work-life balance and job status, while the millennial generation seek accomplishments and work relationship (Saber, 2013). The contrasting values of each generation shows various motivations for job employment and retention. Nursing managers must treat each work environment uniquely according to the generation they are ascribed (Hendricks & Cope, 2013). Saber (2013) confirms this idea concluding managers should treat each generation according to their needs to maintain nursing retention.

Research Gap

The research reveals that a nursing shortage will increase over the next decade unless factors to reduce burnout and turnover are addressed. The largest group in the workforce is the millennial generation; however, there is a lack of research between retention of millennial nurses compared to Generation X. This lack of research is seen throughout the literature as nursing burnout and turnover has been exhaustively studied on older generations including Generation X but not millennials. To better understand the current workforce the millennial generation should be studied to compare if a difference

exists between nursing retention factors in the millennial generation when compared to Generation X. Understanding the potential differences in generations can optimize the measures taken to reduce burnout and retain millennials nurses.

Literature Review Conclusion

There is a concern about nursing shortages which many scholars have predicted will increase in the near future (Keepnews, Brewer, Kovner, & Shin, 2010). Nursing turnover, burnout, and retention are major areas of focus to reduce shortages. Nursing turnover is the comparison between length of nursing employment and the rate which nurses leave the workforce (Nelson-Brantley, Park, & Bergquist-Beringer, 2018). Burnout is a side effect of increased stressors, lack of autonomy, emotional fatigue, and physical fatigue; this is heavily observed throughout the nursing profession (Bakhtom, Nassiri, & Borgheipour, 2019). To combat nursing turnover and burnout the focus of nursing retention is a primary factor. Nursing retention is the actions utilized by healthcare organizations to preserve nursing staff including, pay, benefits, workplace environment, engagement, and involved leadership (Koppel, Deline, & Virkstis, 2017). Each organization should focus on improving workplace morale, reducing financial burden, and improving quality outcomes, which is achieved by increasing nursing retention in the current workforce generation.

Definitions

Generation X: The collective of people born between 1965 and 1980 (Living Facts, 2020).

Millennial generation: The collective of people born between 1981 and 1996 (Living Facts, 2020).

Nursing Burnout: A consequence of poor job satisfaction, quality of leadership, workload, policy, and lack of career development leading to nursing turnover (Nelson-Brantley, Park, & Bergquist-Beringer, 2018).

Nursing Turnover: The vacancy of employee positions due to influencing factors within the organization (Hayes, O'Brien, Pallas, Duffield, et al., 2012).

Nursing Retention: The solutions to addressing nursing turnover within organization through improving factors that correlated to burnout (Hayes, O'Brien, Pallas, Duffield, et al., 2012).

Assumptions

First, I assumed that generation is a defined term. Although there are no denying individuals were born at different times, locations, cultures, and religions, there is an assumption of association between individuals born within a time span that is called a generation. Various resources provide an age range of generations; however, some websites vary within a couple years, although they maintain relative limitations. The utilized generations are shown below in Table 1.

Table 1

Generations Utilized in Secondary Data

Generation	Date range
X	1965–1980
Millenial	1981–1996

Second, I assumed that all literature information was obtained correctly and peer-reviewed. The Walden University library was the primary source of information; however, the information is presented under the assumption that all data is accurately conveyed without bias or writer influence. Additionally, the assumption that all articles contain validity is assumed as some observations of generational differences is compared across various regions of the world.

Scope and Delimitations

The scope of the study is to compare data from a large healthcare organization that examines the differentiating factors of nursing turnover between Generation X and the millennial generation. All generations outside of this scope were not analyzed in the secondary data set. The data set contains variables used by exit surveys to determine influencing factors in nursing retention within the healthcare organization.

Significance, Summary, and Conclusions

The primary focus of this study is to address nursing turnover. Comparing Millennials nurses in comparison to Generation X is specifically important to the field of healthcare because there is a projected shortage of nurses in the future combined with an increasing nursing turnover rate (Housh, 2019). The nursing turnover rate continues to increase and as a result has led to a poor healthcare work environment. According to Adam, Hollingsworth, and Osman (2019), nursing turnover is responsible for negative work environments. In addition to the lack of nurses in the workforce, there is also a decrease in morale that creates further pitfalls within the organization (Adam, Hollingsworth, & Osman, 2019), and the nursing staff that remains is dissatisfied with the

continuous turnover and unstable work environment (Kaddourah, Abu-Shaheen, & Al-Tannir, 2018). Unfortunately, this instability leads to more turnover which directly affects the organization in regard to reputation and the ability of the organization to hire additional nursing staff (Kaddourah, Abu-Shaheen, & Al-Tannir, 2018).

Without addressing the turnover rate in Millennials, organizations will have poor outcomes due to understaffing and minimal nursing staff experience. Previous literature examines nursing turnover on a grand scale but does not focus on individuals segregated by age. This study will address this literature gap by focusing on generational differences between Generation X and the Millennials generation. To determine the difference in turnover rates by age the various populations should be compared within an organization to determine if there is statistical significance between turnover in the Millennial generation compared to previous generations.

Based on the association between Generation X and the Millennial generation the healthcare industry could benefit from information concerning nursing turnover in healthcare organizations. Whether the turnover rates between these two generations is positively or negatively correlated, the results of this study may encourage healthcare organizations to refocus their resources on nursing turnover that is applicable to the different strengths of each generation (Hopson, Petri, & Kufera, 2018). The study outcomes may produce a framework that correlates to decreasing turnover rates. The current healthcare landscape is searching for a resolution to increasing turnover rates; this study aims to encourage a structure that organizations may utilize to reduce nursing turnover among Generation X and the Millennial generation. A reduction in turnover may

lead to positive social change by improving the work environment for nursing staff thereby improving employee satisfaction and organizational capital (Nelson-Brantley, Park, & Bergquist-Beringer, 2018).

The overall goal of healthcare organizations is to reduce nursing turnover and burnout, however, there is no structured guideline that offers insight into the retention of millennial nurses. Examination of the literature identifies a gap between millennial nurses and Generation X nurses. Comparing millennial nurses to the previous generation allows for organizations to gain insight into similarities or differences in nursing retention methods of the millennial generation compared to Generation X. Section one discussed the primary problem related to nursing turnover, nursing demands and nursing burnout. Additionally, the purpose of the research, the research questions, and a thorough review of the literature on nursing turnover was conducted. Section 2 will discuss the methodology, power analysis, population, and statistical methods.

Section 2: Research Design and Data Collection

The purpose of this study was to examine the association between Generation X and the Millennial generation regarding voluntary turnover, involuntary turnover, and perception of managerial accessibility. Studies have shown a steady increase in nursing turnover rates, creating concern for nursing shortages (Housh, 2019). The importance of identifying correlations between generations and potential effects of nursing turnover and the negative impacts health care organizations. Nursing turnover is linked to increased organization costs and decreased workplace morale (Adams et al., 2019). The poor environment created by nursing turnover perpetuates the problem. Nelson-Brantley et al. (2018) noted a direct correlation between the workplace environment and nursing turnover. The cycle of nurses leaving creates a poor work environment causing more nurses to leave.

The Millennial generation is the largest active nursing cohort, so it was important to address the underlying causes of turnover in the Millennial generation. Comparing the Millennial generation to Generation X would allow for examination of potential similarities or differences in the associated causes of nursing turnover across generations. The theoretical framework used for the study was Mannheim's (1952) theory of generations. Mannheim examined how various generations experience the influence of sociohistorical environments, transitioning into predictable cohorts. Manheim concluded that individuals evolve over time; however, most of the core values, beliefs, attitudes, and behaviors mimic other individuals within a cohort. In the current study, Mannheim's

generational cohort theory addressed the independent variable (Generation X and Millennial generation).

Research Design

I used a categorical correlational design to determine the effects of descriptive correlation on the hypothesis. Descriptive correlation such as a chi-square allows comparison of independent categorical variables to the dependent variable (Frankfort-Nachmias & Leon-Guerrero, 2018). The variables compared in this secondary data set included the participants' generation, voluntary turnover, involuntary turnover, and perception of managerial accessibility. This study was designed on the premise of nursing turnover; however, I used multiple regression to determine whether there was a significant relationship among turnover factors between generations through secondary data analysis. The importance of utilizing data to compare outcomes is systemic performance improvements. According to Albright and Winston (2017), data-based decisions help companies improve performance.

Variables

This study included two independent variables and three dependent variables. The independent variables were the Millennial generation and Generation X. The dependent variables were voluntary turnover, involuntary turnover, and perception of managerial accessibility. The variables were examined using secondary data that was obtained through a health care organization. The variables were analyzed based on the secondary data provided by the organization. The variables were approved and vetted by a third-

party resource (the organization's research center) for accuracy, deidentification, and impartial responses.

Data Collection

The data were obtained from a health care organization located in Florida. The information was acquired through a nursing exit survey provided by the organization upon severance of employment. The organization used specific quality indicators to determine organization well-being; the quality indicators were standardized and all respondents were anonymous. Accessing the organization's results allowed analysis of variables that included individuals' age or generation, intention to stay within the organization, and impact of nursing management on nursing turnover.

Population

The targeted population for this study was nursing staff located within a large health care organization in the United States. The comparison populations included Generation X and the Millennial generation. The populations were separated in the data set based on year of birth; all other personal information was anonymous. The sampling strategy was relevant given that the organization employs over 12,000 nurses and literature revealed nearly half of these nurses would leave the organization before retirement. To narrow the sample population, all nurses born outside of Generation X (1965–1979) and the Millennial generation (1980–1995) were excluded from the study. The remaining nurses were filtered into two separate groups inside of SPSS based on their birth year in relation to the subgroup Generation X and Millennial generation. The next step was to eliminate all employees who reported as a manager to reduce bias of

RQ3 pertaining to perception of manager on turnover. Additionally, administrative supervisors, clinical assistant managers, and quality specialists were also excluded.

Estimated Sample Size Power Analysis

Determining an appropriate sample size was important for the validity of this study. The hospital employs 12,000 nurses, and although there were exclusions determined in Section 3, the population was initially considered as 12,000. A statistical analysis was performed with this number using a statistical calculator designed specifically for determining sample sizes (see Creative Research Systems, 2012). A confidence level of 95%, the margin of error, and a confidence interval of 5 were used for the calculations. Results of the analysis indicated that 372 nurses were needed for this study. The available number of 12,000 nurses exceeded this number, indicating that the population size was sufficient.

Research Questions and Hypotheses

RQ1: Is there a significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and nursing turnover?

$H_0$1: There is no significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and nursing turnover.

H_a1: There is a significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and nursing turnover.

RQ2: Is there a significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and involuntary turnover (turnover associated with breaking policy or code of conduct)?

$H_0$2: There is no significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and involuntary turnover (turnover associated with breaking policy or code of conduct).

H_a2: There is a significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and involuntary turnover (turnover associated with breaking policy or code of conduct).

RQ3: Is there a significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and career change?

$H_0$3: There is no significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and career change.

H_a3: There is a significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and career change.

Analysis Plan

The statistical test that was used was a chi-square test of association. The chi-square method is used to compare two or more categorical variables to predict an outcome (Frankfort-Nachmias & Leon-Guerrero, 2018). Categorical variables are

variables with two or more categories without specific ordering, for example age cohorts (Millennial or Generation X). In this study, multiple nominal variables were used to determine whether there was an association between age cohorts (Millennials and Generation X) and nursing turnover rates. Additionally, logistical regression was used to determine how variables change compared to the scaling age of the data set population. Logistical regression is used to compare variables when there are only two possible outcomes (Frankfort-Nachmias & Leon-Guerrero, 2018). The data obtained from the secondary source were raw data that were cleaned to eliminate potential bias and errors. The remaining categories of importance within the data set included job title, job function, date of termination/transfer/separation, reason for termination/transfer/separation, and voluntary/involuntary turnover. The data were uploaded to SPSS for analysis. The listed categories were labeled as the rows in SPSS, and the columns represented the deidentified subjects for the study. The results of the study were examined for statistical significance based on the alpha value ($p < 0.05$).

Threats to Validity

The data were obtained from a secondary data set collected by the health care organization upon employee separation. The data were obtained from one hospital located in Southeast United States. The questions include in the survey could have limited the employee's responses for separation. Additionally, the employee may have been dishonest about reasons for separation to preserve future reemployment. There was an opportunity for employees to separate from the organization without notification or response to exit interview, which could have further skewed the data. The data included

turnover records from 2016, 2017, 2018, and 2019; there was no investigations into previous years, and data regarding 2020 turnover was not available.

Ethical Considerations

The data provided were completely deidentified to protect the rights of participants. Through elimination of all personal information, there were no risks for confidentiality or privacy infringements. The deidentified data were confirmed by multiple parties before approval for access, including the human resources department, the institutional review board within the health care organization, and two research directors at the health care organization. The data set was downloaded from the organization and placed on a password-protected thumb drive. The information was approved for use by the organization's institutional review board, and a letter of consent and acknowledgment to analyze data was signed from the department director for research (see Appendix).

Summary

Section 2 provided information on the study population and the predicted hypothesis based on the provided secondary data. The participants' identities were kept confidential through deidentification of personal information verified by multiple parties. The secondary data set was kept on a password-protected thumb drive. The association of generational cohorts and nursing turnover was examined using the organizational data. The chi-square test of associations was used to compare the variables. The dependent variables included nursing turnover, and the independent variables included nursing cohorts of Millennials and Generation X. Threats to validity included missing

information; information outside of 2016–2019; and improper reporting, collecting, or entry of data. Section 3 provides information about the results of the study, including tables to indicate findings related to the research questions.

Section 3: Presentation of the Results and Findings

The purpose of this study was to determine whether generational differences correlated with nursing turnover. The alternative hypotheses suggested a correlation between Generation X and the Millennial generation when comparing nursing turnover. The independent variables were Millennials born between 1980 and 1995 and Generation X born between 1965 and 1979. The dependent variables were voluntary turnover rates, involuntary turnover rates, and career change. The research questions and hypotheses were as follows:

RQ1: Is there a significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and nursing turnover?

$H_0$1: There is no significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and nursing turnover.

H_a1: There is a significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and nursing turnover.

RQ2: Is there a significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and involuntary turnover (turnover associated with breaking policy or code of conduct)?

$H_0$2: There is no significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and involuntary turnover (turnover associated with breaking policy or code of conduct).

H_a2: There is a significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and involuntary turnover (turnover associated with breaking policy or code of conduct).

RQ3: Is there a significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and career change?

$H_0$3: There is no significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and career change.

$H_1$3: There is a significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and career change.

Secondary Data Collection

The database contained deidentified data from a secondary data source that listed respondents' age and their reasoning for leaving the health care organization. The secondary data set was collected through previously completed exit interviews from 2016 to 2019. Upon employee separation from the organization, the human resources department completed exit interviews collecting multiple data including employee age and reason for separation. The data were cleaned to eliminate all respondents with

missing information within the parameters of this study. The data were taken from Microsoft Excel and converted into a compatible file within SPSS. The data were analyzed using SPSS Version 27. The data were kept confidential by removing all identifying information from the respondents. The baseline requirements for inclusion in the study included age range within Generation X and the Millennial generation and responses for leaving the organization. The total number of respondents surpassed 12,000; however, according to the sample size calculator, only 372 respondents were required for this study. Table 2 represents the generational breakdown; after elimination of data points, the data set included 259 Generation X and 552 Millennial generation, totaling 811 responses.

Table 2

Descriptive Statistics by Generation

Generation	Frequency	Percentage	Valid percentage
X	259	31.9%	31.9%
Millenial	552	68.1%	68.1%

Table 3 indicates the breakdown of gender among the respondents. Although gender was not considered in the hypotheses, it is worth noting the most of the nursing staff were female (657 or 81% of the 811 respondents).

Table 3

Descriptive Statistics: Gender

Gender	Frequency	Percentage	Valid percentage	Cumulative percentage
Female	657	81.0%	81.0%	81.0%
Male	154	19.0%	19.0%	100%
Total	811	100%	100%	

The breakdown of respondents according to their ethnic group is displayed in Table 4. The three major groups of respondents included White (49.4%), Black/African American (20%), and Hispanic/Latino (14.5%).

Table 4

Descriptive Statistics: Ethnic Group

Group	Frequency	Percentage	Valid percentage	Cumulative percentage
American Indian/Alaska Native	3	0.4%	0.4%	0.4$
Asian	84	10.4%	10.4%	10.7%
Black/African American	162	20.0%	20.0%	30.7%
Hispanic/Latino	118	14.5%	14.5%	45.3%
Native Hawaiian/Pacific Islander	4	0.5%	0.5%	45.7%
Not specified	39	4.8%	4.8%	50.6%
White	401	49.4%	49.4%	100%
Total	811	100%	100%	

Table 5 indicates the highest education level of respondents in association with nursing turnover. Findings indicated that most respondents had acquired a bachelor's degree (57.1%), and the next most prevalent degree was an associate's degree (31.7%).

Table 5

Descriptive Statistics: Highest Education Level

Level	Frequency	Percentage	Valid percentage	Cumulative percentage
Associate's degree	257	31.7%	317%	31.7%
Bachelor's degree	463	57.1%	57.1%	88.8%
Doctorate (professional)	2	0.2%	0.2%	89.0%
HS graduate or equivalent	6	0.7%	0.7%	89.8%
Master's degree	34	4.2%	4.2%	94.0%
Not indicated	15	1.8%	1.8%	95.8%
Some college	8	2.2%	2.2%	98.0%
Some graduate school	7	0.9%	0.9%	98.9%
Technical school	9	1.1%	1.1%	100%
Total	811	100%	100%	

The reported termination reasons are listed in Table 6. The three most reported reasons for turnover included relocation (26.4%), personal reasons (25.6%), and career change (13.2%). There were 22 additional reasons reported for nursing turnover among the 811 respondents.

Table 6

Descriptive Statistics: Termination Reasons Reported

Reason	Frequency	Percentage	Valid percentage	Cumulative percentage
Attendance	2	0.2%	0.2%	0.2%
Career change	107	13.2%	13.2%	13.4%
Child/house care	17	2.1%	2.1%	15.5%
Dissatisfied w/ work conditions	10	1.2%	1.2%	16.8%
Dissatisfied with hours	3	0.4%	0.4%	17.1%
Dissatisfied with pay	2	0.2%	0.2%	17.4%
Dissatisfied with supervisor	3	0.4$	0.4%	17.8%
Expired visa/permit	2	0.2%	0.2%	18.0%
Failure to return from LOA	10	1.2%	1.2%	19.2%
Family reasons	48	5.9%	5.9%	25.2%
Health reasons	9	1.1%	1.1%	26.3%
Illness in family	1	0.1%	0.1%	26.4%
Intercompany transfer	6	0.7%	0.7%	27.1%
Job abandonment	5	0.6%	0.6%	27.7%
Job enhancement	70	8.6%	8.6%	36.4%
Long-term disability	1	0.1%	0.1%	36.5%
Miscellaneous	4	0.5%	0.5%	37.0%
Personal reasons	208	25.6%	25.6%	62.6%
Relocation	214	26.4%	26.4%	89.0%
Resignation in lieu of term	6	0.7%	0.7%	89.8%
Return to school	34	4.2%	4.2%	94.0%
Transfer to affiliate	2	0.2%	0.2%	94.2%
Unsatisfactory performance	23	2.8%	2.8%	97.0%
Violation of policy & procedure	23	2.8%	2.8%	99.9%
Workers' comp settlement	1	0.1%	0.1%	100%
Total	811	100%	100%	

Results

Upon completion of data collection, organization, and description, I applied inferential statistics using the chi-square test of associations and logistic regression. Inferential statistics involve the use of a small sample of the population to make generalizations about the represented population (Frankfort-Nachmias & Leon-Guerrero, 2018).

Chi-Square Test of Association

The chi-square test of association is used to compared two nominal variables. Albright and Winston (2015) noted that the chi-square is used to test associational statistical significance between two categorical variables measured at an ordinal or nominal level by determining whether substantial diversity exists for the test to be significant. Furthermore, if the diversity between variables is equal or close to the expectation, then the alpha level will not justify statistical significance; however, if the alpha level indicates statistical significance, the null hypothesis is rejected in favor of the alternative hypothesis (Albright & Winston, 2015). The alpha value is the level of confidence in the statistical test, and the *p* value indicates the strength in statistical significance when less than or equal to the alpha level. The alpha level should be greater than 95% to reject the null hypothesis, and the *p* value should correlate with a value of $p < 0.05$. This means the *p* value should be less than or equal to 0.05 to demonstrate that there is less chance of the null hypothesis being true. The number represents the probability of finding a value that rejects the mean. For example, a *p* value of 0.05 means 5% of the data will contain error without rejecting the hypothesis; if the data have greater

than 5% error (p value > 0.05), it will be rejected in favor of the null hypothesis and no statistical significance will be inferred (Frankfort-Nachmias & Guerrero, 2018).

Logistical Regression

The unstandardized β is analyzed to determine the effect size of each independent variable. The logistical significance level was analyzed for an alpha p value of < 0.05. The dependent variables were changed to include dummy variables creating a dichotomous outcome with binary coding (yes = 1 and no = 0). The respondents reported their birthdate as part of their exit interview; this date was changed to age to allow utilization of scale variables to compare the independent variable to the dependent variable as the scale of age increases. The initial data were used on a continuous scale from the youngest Millennial to the older Generation X respondent comparing the overall significance. After comparing the entire data set, I divided the data into Millennials and Generation X to compare each individual independent variable to the dependent variables in the research questions.

Research Question 1

RQ1: Is there a significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and nursing turnover?

Table 7

Pearson's Chi-Square Test Results

Test	Value	*df*	Asymptotic significance
Pearson chi-square	15.983	1	.000
Likelihood ratio	15.983	1	.000
Cramer's V	0.92		.000
N of valid cases	1,876		

Test of Association

Miller (2016) recommended the utilization of Cramer's V test when the cross-tabulation variable has more than two categories to test variable independence. The Cramer's V test indicates the strength of association between variables. Moore et al. (2013) noted that the Cramer's V value must be between 0 and 1 with 0 indicating no association between variables and 1.0 indicating complete association between the variables. Table 7 shows the association was strong based on a Cramer's V of 0.92, which indicated a strong correlation between generations and nursing turnover with a significance of $p = .000$.

Table 8

Regression Results: Generation X and Millennial Turnover

	B	*SE*	Wald	*df*	Sig	Exp (B)	95% C.I. for Exp (B) Lower	95% C.I. for Exp (B) Upper
Age	.032	.005	44.868	1	.000	1.032	1.023	1.042
Constant	-1.20	.171	49.151	1	.000	.301		

Table 9

Regression Results: Split Group Turnover (Generation X and Millennials)

	B	*SE*	Wald	*df*	Sig	Exp (B)	95% C.I. for Exp (B) Lower	95% C.I. for Exp (B) Upper
Generation X	.034	.012	8.457	1	.004	1.035	1.011	1.059
Constant	-1.45	.573	6.437	1	.011	.234		
Millennial	.076	.012	36.76	1	.000	1.079	1.053	1.105
Constant	-2.45	.375	42.876	1	.000	.086		

Logistical Regression

A logistic regression analysis was conducted to investigate whether there was a relationship between generational cohorts and nursing turnover. The predictor variable, generational cohorts, was tested a priori to verify there was no violation of the assumption of the linearity of the logit. The predictor variable, generational cohorts, in the logistic regression analysis was found to contribute to the model. The unstandardized beta weight for the constant was $B = -1.20$, $SE = 0.171$, $Wald = 49.151$, $p = .000$. The

unstandardized beta weight for the predictor variable Generation X was *B* = (0.032), *SE* = 0.005, *Wald* = 44.868, *p* = .000. The estimated odds ratio favored an increase of nearly 3.2% [*Exp (B)* = 1.032, 95% CI (1.023, 1.042)] in turnover for every 1-year increase of age, as shown in Table 8.

A split group logistic regression analysis to investigate if there is a relationship between Generation X and Nursing turnover was conducted. The predictor variable, Generation X, was tested a priori to verify there was no violation of the assumption of the linearity of the logit. The predictor variable, Generation X, in the logistic regression analysis was found to contribute to the model. The unstandardized Beta weight for the Constant; *B* = -1.45, *SE* = 0.573, *Wald* = 6.437, *p* = .011. The unstandardized Beta weight for the predictor variable Generation X: *B* = (0.034), *SE* = 0.012, *Wald* = 8.457, *p* = .004. The estimated odds ratio favored an increase of nearly 3.4% [*Exp (B)* = 1.035, 95% CI (1.011, 1.059)] in Turnover for every one-year increase of Age of Generation X, as shown in Table 9.

A split group logistic regression analysis to investigate if there is a relationship between Millennial Generation and Nursing turnover was conducted. The predictor variable, Millennial Generation, was tested a priori to verify there was no violation of the assumption of the linearity of the logit. The predictor variable, Millennial Generation, in the logistic regression analysis was found to contribute to the model. The unstandardized Beta weight for the Constant; *B* = -2.45, *SE* = 0.375, *Wald* = 42.876, *p* = .000. The unstandardized Beta weight for the predictor variable Millennial Generation: *B* = (0.076), *SE* = 0.012, *Wald* = 36.76, *p* = .000. The estimated odds ratio favored an increase of

nearly 7.6% [*Exp (B)* = 1.079, 95% CI (1.053, 1.105)] in Turnover for every one-year increase of Age of Millennial Generation, as seen in Table 9. Results of the analysis for RQ 1 indicates that the alternative hypothesis for association of Generation X and millennials compared to nursing turnover was met and the null hypothesis was rejected.

Research Question 2

RQ 2: Is there a significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and involuntary turnover (turnover associated with breaking policy or code of conduct)? The involuntary reasons for termination are described in the turnover section of Table 6. After review of policy and code of conduct established the following are indications for termination, attendance, resignation in lieu of termination, long term disability, unsatisfactory performance, violation of procedure, and workers comp settlement.

Table 10

Pearson's Chi-Square Test Results

Test	Value	*df*	Asymptotic significance
Pearson chi-square	13.299	1	.000
Likelihood ratio	12.375	1	.000
Cramer's V	0.128		.000
N of valid cases	811		

Test of Association

The results provided in Table 8 confirm there is statistical significance between involuntary turnover and generations. The p=0.00 indicating statistical significance thus the null hypothesis is rejected in favor of the alternative hypothesis stating there is statistical significance between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and involuntary turnover (turnover associated with breaking policy or code of conduct). The Cramer's V test of association reveals a value of 0.128 signaling a weak association due to its proximity to 0, there is minimal dependence between the variables.

Table 11

Regression Results: Generation X and Millennial Involuntary Turnover

	B	*SE*	Wald	*df*	Sig	Exp (B)	95% C.I. for Exp (B) Lower	95% C.I. for Exp (B) Upper
Age	.048	.010	23.234	1	.000	1.049	1.029	1.070
Constant	-4.32	.434	98.779	1	.000	.013		

Table 12

Regression Results: Split Group Involuntary Turnover (Generation X and Millennials)

	B	*SE*	Wald	*df*	Sig	Exp (B)	95% C.I. for Exp (B) Lower	95% C.I. for Exp (B) Upper
Generation X	.024	.019	1.542	1	.214	1.024	.986	1.064
Constant	-3.06	.998	9.419	1	.002	.047		
Millennial	.116	.042	7.584	1	.006	1.123	1.034	1.220
Constant	-6.52	1.38	22.39	1	.000	.001		

Logistical Regression

A logistic regression analysis to investigate if there is a relationship between Generational Cohorts and Involuntary Turnover was conducted. The predictor variable, Generational Cohorts, was tested a priori to verify there was no violation of the assumption of the linearity of the logit. The predictor variable, Generational Cohorts, in the logistic regression analysis was found to contribute to the model. The unstandardized Beta weight for the Constant; B = -4.32, SE = 0.434, $Wald$ = 98.779, p = .000. The unstandardized Beta weight for the predictor variable Generational Cohorts: B = (0.048), SE = 0.010, $Wald$ = 23.234, p = .000. The estimated odds ratio favored an increase of nearly 4.8% [*Exp (B)* = 1.049, 95% CI (1.029, 1.070)] in Involuntary Turnover for every one-year increase of age, as shown in Table 11.

A split group logistic regression analysis to investigate if there is a relationship between Generation X and Involuntary Turnover was conducted. The predictor variable,

Generation X, was tested a priori to verify there was no violation of the assumption of the linearity of the logit. The predictor variable, Generation X, in the logistic regression analysis was found to contribute to the model. The unstandardized Beta weight for the Constant; B = -3.06, SE = 0.998, $Wald$ = 9.419, p = .002. The unstandardized Beta weight for the predictor variable Generation X: B = (0.024), SE = 0.019, $Wald$ = 1.542, p = .214. The estimated odds ratio favored an increase of nearly 2.4% [*Exp (B)* = 1.024, 95% CI (0.986, 1.064)] in Involuntary Turnover for every one-year increase of Age in Generation X, results in Table 12.

A split group logistic regression analysis to investigate if there is a relationship between Millennial Generation and Involuntary Turnover was conducted. The predictor variable, Millennial Generation, was tested a priori to verify there was no violation of the assumption of the linearity of the logit. The predictor variable, Millennial Generation, in the logistic regression analysis was found to contribute to the model. The unstandardized Beta weight for the Constant; B = -6.52, SE = 1.38, $Wald$ = 22.39, p = .000. The unstandardized Beta weight for the predictor variable Millennial Generation: B = (0.116), SE = 0.042, $Wald$ = 7.584, p = .006. The estimated odds ratio favored an increase of nearly 11.6% [*Exp (B)* = 1.123, 95% CI (1.034, 1.220)] in Involuntary Turnover for every one-year increase of Age in Millennial Generation, results in Table 12. Results of the analysis for RQ 2 indicates that the null hypothesis for association of Generation X and Millennials compared to involuntary turnover was not met and the alternative hypothesis was rejected.

Research Question 3

RQ 3: Is there a significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and career change?

Table 13

Pearson's Chi-Square Test Results

Test	Value	*df*	Asymptotic significance
Pearson chi-square	.498	1	.480
Likelihood ratio	.506	1	.477
Cramer's V	.025		.480
N of valid cases	811		

Test of Association

The results provided in Table 9 show there is no significant correlation between generations and career change. The alpha level utilized for significance is 0.05, the analysis reveals an alpha level of 0.480 meaning p> 0.05 indicating rejection of the alternative hypothesis in favor of the null hypothesis. The null hypothesis states there is no significant association between generational cohorts (Millennials born between 1980 and 1995 compared to Generation X born between 1965 and 1979) and career change. The Cramer's V test of variable association is 0.025. The analysis reveals an association of 0.025 indicating a weak association between the millennial generation and Generation

X when compared to career change. The involuntary reasons for termination are described in the turnover Table 6.

Table 14

Regression Results: Generation X and Millennial Career Change

	B	*SE*	Wald	*df*	Sig	Exp (B)	95% C.I. for Exp (B) Lower	95% C.I. for Exp (B) Upper
Age	-.019	.010	3.220	1	.073	.981	.962	1.002
Constant	-1.31	.381	11.730	1	.001	.271		

Table 15

Regression Results: Split Group Career Change (Generation X and Millennials)

	B	*SE*	Wald	*df*	Sig	Exp (B)	95% C.I. for Exp (B) Lower	95% C.I. for Exp (B) Upper
Generation X	-.056	.029	3.740	1	.053	0.945	.893	1.001
Constant	.441	1.373	.103	1	.748	1.555		
Millennial	.033	.027	1.502	1	.220	1.034	.980	1.090
Constant	-2.87	.843	11.601	1	.001	.057		

Logistical Regression

A logistic regression analysis to investigate if there is a relationship between Generational Cohorts and Career change was conducted. The predictor variable, Generational Cohorts, was tested a priori to verify there was no violation of the assumption of the linearity of the logit. The predictor variable, Generational Cohorts, in

the logistic regression analysis was found to contribute to the model. The unstandardized Beta weight for the Constant; B = -1.31, SE = 0.381, $Wald$ = 11.730, p = .001. The unstandardized Beta weight for the predictor variable Generational Cohorts: B = (-0.019), SE = 0.010, $Wald$ = 3.220, p = .073. The estimated odds ratio favored an increase of nearly -1.9% [*Exp (B)* = 0.981, 95% CI (0.962, 1.002)] in Career change for every one-year increase of Age, results shown in Table 14.

A split group logistic regression analysis to investigate if there is a relationship between Generation X and Career change was conducted. The predictor variable, Generation X, was tested a priori to verify there was no violation of the assumption of the linearity of the logit. The predictor variable, Generation X, in the logistic regression analysis was found to contribute to the model. The unstandardized Beta weight for the Constant; B = 0.441, SE = 1.373, $Wald$ = 0.103, p = 0.748. The unstandardized Beta weight for the predictor variable Generation X: B = (-0.056), SE = 0.29, $Wald$ = 3.740, p = .053. The estimated odds ratio favored an increase of nearly -5.6% [*Exp (B)* = 0.893, 95% CI (0.986, 1.001)] in Career change for every one-year increase of Age in Generation X, results shown in Table 15.

A split group logistic regression analysis to investigate if there is a relationship between Millennial Generation and Career change was conducted. The predictor variable, Millennial Generation, was tested a priori to verify there was no violation of the assumption of the linearity of the logit. The predictor variable, Millennial Generation, in the logistic regression analysis was found to contribute to the model. The unstandardized Beta weight for the Constant; B = -2.87, SE = 0.843, $Wald$ = 11.601, p = .001. The

unstandardized Beta weight for the predictor variable Millennial Generation: B = (0.033), SE = 0.027, $Wald$ = 1.502, p = .220. The estimated odds ratio favored an increase of nearly 3.3% [*Exp (B)* = 1.034, 95% CI (0.980, 1.090)] in Career change for every one-year increase of Age in Millennial Generation, results shown in Table 15. Results of the analysis for RQ 3 indicates that the null hypothesis for association of Generation X and Millennials compared to career change was not met and the alternative hypothesis was rejected.

Summary

In section 3, I discussed the review data collection, descriptive statistics, results, and findings of the study. Three research questions were established and analyzed to test for association. The Chi-square test of associations and Cramer's V was utilized to analyze the secondary data set. Additionally, logistical regression was utilized to compare correlation between generations and the independent variables based on age as a scale variable. The study examined the correlation between generations and turnover, involuntary turnover, and career change.

Results of the analysis section reveals a statistical significance for association between Generational differences and nursing turnover, this means the null hypothesis is rejected in favor of the alternative hypothesis. When examining RQ 2 there is statistical significance in comparing the entire population to involuntary turnover, however, when comparing by generations there is no statistical significance indicating rejection of the alternative hypothesis for the null hypothesis. The results of RQ 3 show no statistical significance when comparing generation to career change which indicates that the null

hypothesis is accepted and the alternative hypothesis is rejected. Section 4 provides interpretation of the results, limitations of the study, recommendations for future research, and implications for social change.

Section 4: Application and Implications for Social Change

The purpose of this research was to determine whether there was a significant correlation between generations and nursing turnover. I used a secondary data set from a large health care organization to compare data between Generation X and the Millennial generation in association to turnover. Tests of association and logistical regression were used to determine correlations between the dependent and independent variables.

Interpretation of Results

RQ1 Analysis: Generations and Nursing Turnover

The results of the analyses showed statistical significance in all three analyses. The entire data set showed a correlation of turnover and age with each result being statistically significant ($p < 0.05$). The results were separated to examine the correlation between age and turnover for the entire population; then the groups were split into Generations X and the Millennial generation. The split groups allowed specific regression comparisons between the two generations. The standard error used for this study was .005, which meant 95% (two deviations from the mean) of the population fell within +/- .010 deviations from the mean. Albright and Winston (2017) noted the standard error represents how close the population represents the mean; the smaller the number, the less deviation occurs in the population, indicating the mean is more likely to represent the population accurately. The significance result was p =.000, indicating a statistically significant correlation between age and turnover when comparing without generational separation of respondents. The split groups were also statistically significant; however, Generation X showed a significance of .004 compared to the Millennial generation with a

significance of .000. These values indicate a stronger significance in nursing turnover of the Millennial generation compared to Generation X. For Generation X nurses, there was a 3.4% increase in turnover for every year of age increase; however, for the Millennial generation, there was a 7.6% increase in turnover for every year of age increase.

When examining the data based on groupings split between generations, I found the standard error was .012, signaling a strong correlation to population representation. The importance of population representation is crucial when considering the results and potential effects on organizational changes in association with the correlated data. When evaluating the data, I found the results within a split group showed a 3.4% increase in turnover for every 1-year increase of age of Generation X with a significance of $p = .004$. In comparison, the data showed a 7.6% increase in turnover for every 1-year increase of age of the Millennial generation with a significance of $p = .000$. The results of both split groups were statistically significant and indicated that an increase in age for both population groups was correlated to an increase in turnover.

RQ2 Analysis: Generation and Involuntary Turnover

The analysis showed a statistically significance correlation to increasing age and involuntary nursing turnover ($p = .000$). The data showed an increase of 4.8% in involuntary turnover for every 1-year increase in age. The risk of involuntary staffing turnover increases each year an employee remains with the company, according to the entire data set; however, there was no correlation to generation and involuntary turnover. Neither Generation X nor the Millennial generation showed a statistically significant correlation, Generation X ($p = .214$) and the Millennial generation ($p = .006$). When

examining the logistical regression of Generation X and involuntary turnover, I found the data showed a 2.4% chance of involuntary turnover for each 1-year increase in age. In comparison, the logistical regression of the Millennial generation and involuntary turnover showed a 11.6% increased chance of turnover for everyone 1 year of age. Neither analysis showed significance; however, significance existed within the entire data set when comparing all ages to involuntary turnover. Examination of the two generations showed a stronger correlation between involuntary turnover and the Millennial generation ($p = .006$). Although not individually significant, the correlational increase suggested a potentially increased rate of involuntary turnover as the millennial generation ages, while Generation X was not close to significant.

RQ3 Analysis: Generations and Career Change

The data comparing generations and career change revealed no association. The Cramer's V test showed a correlation value of 0.025, which indicated a very weak association as the association increases as the value approaches 1. When comparing the split groups, I found Generation X revealed a significance of $p = .053$; in contrast, the Millennial generation revealed a significance of $p = .220$. Although a stronger significance was seen with Generation X, there was no statistical significance between generational cohorts and career change. However, despite the lack of significance, there was a negative indication between Generation X and career change where career change decreased by -5.6% for each year increase in age of Generation X. In comparison, the Millennial generation showed a 3.3% increase in career change for each increased year of age.

Theoretical Framework

The theoretical framework used in this study was Mannheim's (1952) theory of generations. Mannheim explained how various generations' experiences create predictable habits in relation to each cohort. Manheim further suggested that most of the core values, beliefs, attitudes, and behaviors correlate to others within the same cohort. The theory of generations also suggests that predictable behaviors can be observed within generations indicating a correlation to workforce habits as well. If workforce habits are similar among generations, then predictable patterns can be observed to identify the motivation behind generations and turnover. If a larger portion of Millennials than Generation X revealed distinguishing characteristics for turnover, the representative information could be used to create interventions to reduce turnover through specific generations.

Limitations of the Study

The study was conducted with attention to all controllable variables given that the data set was acquired from a secondary source. Research limitations should be clearly defined because they represent weaknesses of the study and its conclusions (Ross & Bibler Zaidi, 2019). The first limitation of the current study was observed in population size. The population size was smaller in Generation X compared to the Millennial generation; this can be attributed to the overall employment composition of the organization; most of the employees within the organization fall within the category of Millennial generation, thereby increasing the number of potentially available responses. The responses gathered were from exit interviews completed between 2017 and 2019 and

did not account for potential responses in years prior or later. The secondary data were acquired from a health care organization located in Florida and did not include data from any other state in relation in nursing turnover, leaving a potential gap in responses. The availability of career change and involuntary turnover responses was limited compared to the entire data set. The total number of responses in the secondary data set was incomplete, and many respondents were excluded due to partial information or not meeting previously set criteria.

Recommendations

The limitations of the study outline areas of potential opportunities for future research. In the current study, recommendations include opportunities to compare nursing turnover in various states to determine whether different regions have variations in turnover with generational comparisons. Further investigation on career change and involuntary turnover may reveal associations between these variables and generational cohorts. Specifically, involuntary turnover and Millennials may present statistical significance in a larger population; the data in the current study revealed a significance of $p = .006$, which was close to the statistical criteria for significance ($p < .005$). Generational differences and career change showed no significance; however, the p value for Generation X was significantly higher than for millennials ($p = .053$ vs $p = .220$). Furthermore, Generation X showed a negative correlation compared to Millennials' positive correlation (-5.6% vs 3.3%). There is opportunity for further exploration in the field of career change considering the large difference between the cohorts without significance; a larger sample size may reveal valuable information regarding career

change in nursing cohorts. Additionally, there are opportunities to observe the effects of COVID-19 in nursing turnover and whether its effects extend to generational differences.

Implications for Professional Practice and Social Change

The study demonstrated difference between generations and nursing turnover. There was statistical significance when correlating nursing turnover and generations. This information may be utilized to improve professional practice and create positive social change.

Professional Practice

Health care organizations are looking for ways to reduce nursing turnover and improve nursing retention. Nursing turnover has major implications for health care organizations. Nursing turnover has been linked to increased organization costs and decreased workplace morale (Adams et al., 2019). Findings from the current study may help health care organizations identify areas of significance for positive change and potential areas that simply have no correlation to avoid misguided assets.

Social Change

The current nursing workforce is experiencing an increasing nursing turnover. Nursing turnover leads to poor workplace morale and increased nursing workloads. Kaddourah et al. (2018) identified the impact of turnover, including stress and increased nursing workloads. As nurses' workloads increase, nurses absorb more responsibility creating an increase in the required patient care. If nurses are consistently under stress with increased patient care, the results may directly affect the patient. According to Abadi et al. (2017), a major cause of adverse patient events was increased workloads.

Conclusion

This study addressed an area of nursing turnover in which a research gap existed. Nursing turnover has been widely studied; however, research comparing Generation X and the Millennial generation to nursing was limited. Because both generations serve as the largest current workforces, a comparison of potential differences was indicated. I defined Generation X as participants born between 1965 and 1979, and the Millennial generation was defined as participants born between 1980 and 1995. The variables chosen included nursing turnover, involuntary turnover, and career change. The results showed a statistically significant association between nursing turnover and both generational cohorts. Generation X revealed an increase in 3.4% turnover for each year of age, while the Millennial generation showed an increase of 7.6% for each year of age, which was almost double the chance of turnover in Generation X. The comparison of involuntary turnover showed significance in the entire population but no statistical significance when comparing cohorts. Additionally, there was no statistical significance and a weak correlation between career change and generational cohorts. Health care administrators may use the knowledge of increasing turnover in Millennials to set in action a plan to reduce turnover by comparing the most common reported reasons for turnover, as shown in Table 6. Utilizing increased knowledge of turnover by generation, health care administrators may reduce turnover, thereby reducing organizational cost while improving organizational culture.

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Appendix: Permission to Use Secondary Data

ORLANDO HEALTH®

Date: 7/27/20

Regarding: Request by Adam Bennett to use Secondary Data for his dissertation

To Whom It May Concern,

Adam Bennett has requested permission to use Secondary data pertaining to nursing turnover. Adam Bennett will be using this data in research for his dissertation "Examining Generational Differences in Nursing Turnover" at Walden University. The data consist of deidentified employee age and information regarding turnover.

I have reviewed this request to conduct the research and understand all data will be de-identified and maintained as confidential information. Furthermore, this organization will not be identified and results will be shared with the organization, if requested.

If you have any questions regarding this letter of approval, please feel free to contact me.
Sincerely,
Adam Bennett

Signature: Joy E Parchment

Title: Director, NSG Strategy Implementation & Magnet Program

Email address: joy.parchment@orlandohealth.com