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Relationship between Generational Identity, Burnout, Job Satisfaction, Job Tenure, and Turnover Intention

Jason J. Abate
Walden University

Walden University

College of Management and Technology

This is to certify that the doctoral study by

Jason J. Abate

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Review Committee
Dr. Thomas Schaefer, Committee Chairperson, Doctor of Business Administration
Faculty

Dr. Julie Ducharme, Committee Member, Doctor of Business Administration Faculty

Dr. Cheryl Lentz, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer
Eric Riedel, Ph.D.

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Abstract

High employee turnover rates are problematic in the retail banking industry because turnover increases the risk of costly regulatory compliance mistakes. The factors that predict turnover in this industry are not well understood, however. The purpose of this correlational study was to examine the relationship between the independent variables of job satisfaction, burnout, time on the job, generational identity, and the dependent variable of turnover intention for retail banking employees in the United States. Mannheim's theory of generations was the framework for this study. A random sample of 100 individuals from the banking industry responded to an online survey that combined elements of a job satisfaction survey by Babin and Boles, a turnover intention survey by Boshoff and Allen, and the Maslach Burnout Inventory. Results of the multiple linear regression analysis suggested statistically significant ($p < .001$) relationships between burnout and turnover intention ($\beta = 0.297$) and between job satisfaction and turnover intention ($\beta = 0.683$). These findings are congruent with research that shows that satisfied employees report less burnout and are more likely to remain in their job. Positive social change may occur because reduced employee turnover allows banks to serve businesses and consumers in local communities better and to accomplish their financial goals and objectives, thus potentially leading to improvements in community stability. Reduced employee turnover in turn increases the likelihood of positive contributions to economic activity, as well increased employment and improvements in the overall employment experience for retail banking employees through increased job satisfaction.

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Turnover Intention

by

Jason J. Abate

MBA/GM, University of Phoenix, 2004

BA, University of Michigan, 2002

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Dedication

I dedicate this doctoral study to my grandfather, Joe Pressnell, who saw the best in me and encouraged me to be my best. His support and belief in me allowed me to pursue this dream of working toward a terminal degree, even years after his passing. Without his belief and the support of my family, my determination to continue my academic journey may not have been enough to achieve this level of academic success. I dedicate this study to my mom, Jo Ann, for her unconditional love and support of me throughout my life.

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Section 1: Foundation of the Study

Changes in the U.S. banking industry drive changes in new consumer banking technologies, competition, and regulatory changes (Goyal & Joshi, 2012). Employees remain reluctant to embrace new expectations and regulations, consider retirement, or leave their employers because of these changes (Goyal & Joshi, 2012). Banks face high costs as a result of turnover; they not only lose valuable customer relationships formed with these employees, but they also lose the extensive knowledge that these employees possess (Goyal & Joshi, 2012; Sarangi, 2012). The objective of this study was to contribute to the possible solution of the issue of the turnover intention retail banking employees by examining the correlation, if any, between turnover intention and time on the job, job satisfaction, and burnout of these employees.

Background of the Problem

Technological advancements in banking give consumers access to their banking services through mobile and online capabilities. Along with the *too-big-to-fail* banking crisis and the subsequent overhaul of the bank and financial industry oversight and regulations, many things changed regarding how banks can do business (Suja & Raghavan, 2014). For example, the innovation and implementation of new banking technology, including technology that allows customers to perform banking tasks more efficiently, resulted in a reduction in the number of staff members required by in-person facilities (Suja & Raghavan, 2014). According to the U.S. Bureau of Labor Statistics (BLS; 2013), the number of workers 55 and older rose to 64.5% in 2012 from 61.9% in 2002, and the BLS projects that this trend will continue to grow to 67.2% by the year

2022 (BLS, 2013). Similarly, 40 million millennials will enter the workplace before 2020 (Ferri-Reed, 2012). The combination of these two trends effectively forces employers to consider how work performance by staff members may vary in the context of a multigenerational environment (Lu & Gursoy, 2016).

Generational identity influences workplace attitudes and practices that affect job burnout and turnover rates (Lu & Gursoy, 2016). Millennials, the youngest generation in the workforce, may have less tolerance for high-stress jobs (Shragay & Tziner, 2011). As such, they may quit jobs where they are unhappy, despite fewer job options because of a lack of experience (Matin, Nader, & Anvari, 2012). Older employees, such as baby boomers and Gen Xers, may be able to tolerate the stress of being in a job even if they are unhappy because they do not possess the educational or technological background of their younger coworkers. In either case, employees may become less satisfied with their situation, leading to job burnout and possible erosions in the quality of customer service provided (Lu & Gursoy, 2016).

Problem Statement

Retaining and hiring trained employees to prevent regulatory noncompliance is beneficial for banks to reduce costs (Feldman, Heinecke, & Schmidt, 2013). Service workers in many industries show signs of high burnout rates, but there are additional complications to turnover in the banking sector because inexperienced workers may make mistakes, leading to costly fines (Lu & Gursoy, 2016). The multigenerational workplace also poses problems for managers, as employee turnover intentions may be different for each generation (Lu & Gursoy, 2016). The general problem is that turnover

increases the risk of costly regulatory compliance mistakes in the retail banking industry. The specific problem is that management does not understand the relationship between generational identify, burnout, job satisfaction, time on the job, and turnover intention within the retail banking industry.

Purpose Statement

The purpose of this nonexperimental, quantitative, correlational study was to establish whether generational identification, job burnout, job satisfaction, and time on the job affect turnover intention within the retail banking industry in the United States. The study predictor variables were (a) generational identity as measured by year of birth and grouped into baby boomer, Generation X, and millennials; (b) burnout as measured by the Maslach Burnout Inventory - General Survey scale; (c) job satisfaction as measured by Babin and Boles's (1998) six-item scale; and (d) time on the job as measured in years. The dependent variable was turnover intention as measured by Boshoff and Allen's (2000) three-point scale. The population for this study was financial service employees within the United States. Study results may guide banking industry leaders on how to better retain trained millennial generation workers, which could not only improve regulatory compliance and institutional knowledge, but which might also prevent costly errors and regulatory fines. As a result, bank customers may receive better service, and all stakeholders of the banking industry will benefit from increased trust and integrity resulting in positive social change (Lu & Gursoy, 2016).

Nature of the Study

The purpose of this study was to examine how the predictor variables of generational affiliation, burnout, job satisfaction, and time on the job affect turnover intention within the retail banking industry in the United States. I used a quantitative research method instead of a qualitative or mixed method because the quantitative method offers the best approach to determine the relationships between the variables examined based on the numeric data collected.

Terrell (2012) explained that quantitative research provides the foundation for most research conducted throughout the past and that by using this method, researchers can test their hypotheses without their biases and attachments coloring their results. Quantitative research helps researchers refine their data by examining the relationship between variables using numeric data and analyzing those numeric data, allowing researchers to ask the question *if* (Terrell, 2012). Researchers Lu and Gursoy (2013) measured turnover intention using the quantitative method. Terrell (2012) explained that qualitative researchers not only acknowledge that data alone cannot tell the entire story, but that qualitative research provides information on the *how* or *why*. In other words, although qualitative research relies mostly upon narratives from interviews and visuals and does not provide the objectiveness of using only numbers and statistical equations, qualitative research nevertheless helps researchers find deeper meaning and understanding and an awareness of a phenomenon (Garcia & Gluesing, 2013). Additionally, the qualitative methodology allows researchers to determine what

connections, if any, exist between situations, discover new phenomena, test theories, and provide more understanding of a phenomenon (Garcia & Gluesing, 2013).

A mixed methods approach combines qualitative and quantitative approaches. As Terrell (2012) explained, the mixed methods approach gained popularity during the 1980s and 1990s, when there was a shift toward using both quantitative and qualitative approaches in research, as researchers found both compatible and of value. Essentially, the mixed methods approach combines the attributes of both qualitative and quantitative studies to glean more understanding and answers from quantitative data (Terrell, 2012). While both the mixed methods and qualitative approaches can yield valuable insights, a quantitative approach was most appropriate for this project as I sought to analyze numeric data to uncover how generational affiliation, burnout, job satisfaction, and time on the job affect turnover intention within the retail banking industry in the United States.

The quantitative design was a non-experimental correlational study because the purpose of this study was to examine the predictive variables related to frontline bank employees leaving their jobs. I used a quantitative correlational study design that did not attempt to manipulate any outcomes. Instead, using the quantitative correlational design, I identified a relationship between independent predictor variables and a dependent variable in a specific industry. Furthermore, Simon and Goes (2013) noted that the defining characteristic of correlational research is that multiple factors influence one another, which aligns with the purpose of this research.

Research Question

The research question that I developed to guide this study was: What is the relationship between generational identity, job burnout, job satisfaction, time on the job, and turnover intention?

Hypotheses

$H_0 1$: There is no statistically significant relationship between generational identity, job burnout, job satisfaction, time on the job, and turnover intention.

$H_a 1$: There is a statistically significant relationship between generational identity, job burnout, job satisfaction, time on the job, and turnover intention.

Theoretical Framework

The theory of generations, also known as sociology of generations, provides the theoretical framework for this study. This theory, which Mannheim developed in 1923, focuses on the how a person's socio-historical environment shapes their worldview, particularly in their youth. Mannheim (1952) contended that individuals from the same generation share worldviews because the world events that occur during their youth shape their life experiences, which leads to the formation of social generations. Then, based on their shared experiences of major historic events in the period that Mannheim referred to as *generation in actuality*, these social generations then contribute toward future events that influence future generations. An important aspect of this theory is that the defining historical event must occur during and be part of the participant's youth, which in turn shapes their life experience.

However, while Mannheim (1952) does mention that social change can happen steadily and that eras do not necessarily include major historical events, the scholar noted that major historical events do tend to occur during times of major social change. Mannheim also noted that people within these *generation actualities* will still have different views and experiences related to major historical events and that these differences are born out of an individuals' varying situations, including, but not limited to, variables such as social class, location, culture, education, and financial situation. Mannheim's theory illuminates how important historic events during the 1960s helped shape attitudes and beliefs about issues such as the Civil Rights Movement.

In the 1960s, youths–who make up the generation referred to as baby boomers– collectively felt the need to become involved in changing the injustice and inequalities that existed in the United States at that time beginning with the Civil Rights Movement (Mannheim, 1952).. Similarly, as the theory of generations asserts, the generation that followed the baby boomers were less involved in social movements because there were fewer major historical events during their young age. This finding may explain why, as a group, this generation was less likely to become involved and make changes to society (Mannheim, 1952).

The theory of generations can also help illuminate workplace behavior. A person's generational affiliation may influence their decision to leave or continue employment (Lu & Gursoy, 2016). If for instance, a generation experiences hard economic circumstances during their youth, they may be more likely to remain in a job because work was hard to find during their formative years (Kuyken, 2012). The

generational affiliation determines the importance a person places on their job over the other priorities in their life (Mannheim, 1952). For example, in the case of turnover intention within the banking industry, an employee may want to leave their position, but the life experiences they share with other members of their generation may influence their decision and prevent them from actually doing so. In this instance, the employee makes decisions about employment based on the socio-historical environment that was part of their youth.

Additionally, workers who experienced technological advancements, security threats from terrorist events, and sustainability issues in their young age may place more importance on these issues, both in society at large and in the workplace, than members of different generations. The theory of generations can help better predict how generational gaps affect the workplace, which, as several research studies demonstrate, can not only create different workplace attitudes and perceptions, but can also create diverse work groups with different attitudes, beliefs, and perceptions (Helyer & Lee, 2012; Rajput, Marwah, Balli, & Gupta, 2013; Shragay & Tziner, 2011; Snow, 2011). Because the socio-historical environment an employee experienced during their youth plays a key role in shaping their worldview, the theory of generations can provide important insight into employee behaviors related to job satisfaction, burnout, and intention to stay employed.

<center>**Operational Definitions**</center>

Baby boomers: Baby boomers are people born between 1943–1960 (Lu & Gursoy, 2016).

Generation X: Generation X are people born between 1961–1980 (Lu & Gursoy, 2016).

Generation Y/millennials: Generation Y/millennials are people born between 1981–2000 (Lu & Gursoy, 2016).

The generational gap: The term generational gap explains that each generation experiences specific historical events respective to their year born and the history after that may explain extreme differences in the lives of these people as compared to people born within a different generation (Tung & Comeau, 2014).

Generational identity: Generational identity explains that a group of individuals who have lived during a time frame of similar years, as a result, not only share a similar worldview because of their experiences but also continue to share this worldview as they age (Tung & Comeau, 2014).

Job burnout: Job burnout refers to employees' level of job-related exhaustion or fatigue (Lu & Gursoy, 2016).

Job satisfaction: Job satisfaction is the fulfillment employees find in their jobs (Lu & Gursoy, 2016).

Turnover intention: Turnover intention is employees' intention to leave their current job (Lu & Gursoy, 2016).

Assumptions, Limitations, and Delimitations

According to Sensing (2011), it is important for researchers to identify their assumptions or the facts and conditions that are obvious but to not actively examine them for proof. Limitations are weaknesses or potential weaknesses in the study that may exist

because of uncontrolled variables, which need to be confined (Sensing, 2011).

Delimitations present issues when the scope of the research focuses only on selected

areas of interest and requires investigators to define the scope of their research by setting

boundaries because research cannot examine all aspects, angles, and ideas related to the

research (Sensing, 2011).

Assumptions

Researchers may make assumptions regarding the theory behind the research

methodology (Sensing, 2011). Therefore, because of the 2008 banking crisis and

subsequent economic recession in the United States (Bexley, 2014), older workers who

planned to retire early may find themselves unable to do so, making them consider

remaining in the workforce longer (Paton, 2013). I assumed that the increase in banking

technologies might intimidate older employees, who would not want to adapt to the

important number of regulatory changes introduced in recent years (Bexley, 2014). If

employees are of retirement age and no longer want to adapt to these changes, retirement

seems plausible for those employees who can financially afford to do so. However, as of

2012, there were over 1 million actively employed baby boomers over the age of 65, and

experts predicted the number to continue to rise over 1 million (Paton, 2013). This

assumption carries a level of risk that employees who are of retirement age may have less

turnover intention (Rogers et al., 2011). I used a nonessential factor in the survey

instrument to help mitigate the risk of economic circumstances, which would presumably

affect the employee turnover rate.

Limitations

Limitations are potential weaknesses of the study that can be disclosed to participants and readers (Simon & Goes, 2013). One potential limitation of this study was the sample. The employees of the banks that I used in this study may not necessarily reflect the way employees of other banks feel toward job satisfaction. Consequently, assumptions do not convey how the findings of the study may relate to turnover in different employee populations within the banking industry. As a result, the findings of this study may not be relevant to other areas besides front-line bank employees because of the specific population examined. An additional limitation of this study was the sample selection bias. The respondents may have included a balance of satisfied or dissatisfied workers or the respondents may be primarily unsatisfied workers. The selection bias could result in findings that may not offer an accurate insight of the total population (Wikiman, 2006).

Delimitations

Delimitations relate to the extent of the study (Wikiman, 2006). The scope of this study included only front-line bank employees using online surveys. For this study, I excluded other bank employees, such as loan officers, executive managers, regulatory workers, back office workers, call center workers, and other bank employees because they do not interact with the public in the same capacity as front-line bank employees. As a result, their experiences fell outside of the scope of this study.

Significance of the Study

Reduction of Gaps

Because service industry employees spend almost all of their time with customers and they must always remain calm and exhibit proper customer service behaviors, their work environments become stressful. A stressful work environment can lead to job burnout (Lu & Gursoy, 2016). Dhevabanchachai and Muangasame (2013), Hellemans and Closon (2013), and Lu and Gursoy (2016) suggested that companies also suffer when employees experience job burnout. In fact, burnout typically results in decreased productivity and higher rates of employees calling in sick, taking medical leaves, and leaving jobs (Lu & Gursoy, 2016). These researchers helped to uncover several possible causes to help employers better handle the employee retention problems in the hospitality industry.

The findings of these studies provided useful insights for the hospitality industry and service-related industries in general, but were not appropriate for application in the banking industry due to technological advances and increased regulations (Gouher, 2012). With the growth in banking technologies allowing consumers to conduct their banking transactions more conveniently from their mobile devices, ATMs, and personal computers, banks require fewer front-line employees to operate traditional brick and mortar bank branches (Suja & Raghavan, 2014).

Staff reductions could lead older, more experienced bank employees to perceive that their workload increased in an already stressful work environment, while newer, younger employees may not feel the effect of staff reductions because, in their workplace

reality, there were never more front-line employees. Because they understand banking policies, older banking employees have value, whereas younger, lesser-trained employees may not understand regulations and bank policies as well as their more tenured peers would. The problem of employee turnover in the banking industry opened a gap for further research.

To fill this gap, I researched a set of identified predictor variables to determine if they relate to employee turnover in the banking industry. Bank leadership may have a more in-depth understanding of what causes bank employees to leave their positions by an understanding of these predictor variables. By incorporating my findings on these predictor variables, bank leadership can create strategies for long-term sustainability and create effective business practices.

Implications for Social Change

Data I gathered in this study may provide the banking industry with a better understanding of employee turnover. Forty million millennials are already in the workforce, with an additional 40 million expected to enter the workforce before 2020 (Ferri-Reed, 2012). Because each generation has different values and norms (Rajput et al., 2013), the influx of millennial workers may make an already stressful work environment even harder to manage (Keene & Fairman, 2011). Because perceptions of job satisfaction may vary depending on an employee's age, employers in the banking industry need to better understand not only how to retain employees, but also how to create working environments in which all age demographics can succeed and work in tandem; thereby, contributing to more job satisfaction among all generations.

Employee retention is also an important topic to consider when studying turnover, given the recent increase in and upcoming influx of millennials in the workplace (Ferri-Reed, 2012). Ferri-Reed (2014) suggested that employers should be just as concerned with recruiting the new talent of millennials as they are with retaining them. To create millennial-friendly workplaces, Ferri-Reed suggested that employers might consider providing and using social media/networking tools and implementing sustainability practices, both of which influence millennials' decision to join and remain with an organization.

Bank leadership must create and find ways to increase awareness of the strengths of each age generation and to leverage those strengths to increase retention and improve recruitment (Gessell, 2010). If bank leadership and industry leaders embrace a better understanding of factors such as job satisfaction, generational identity, and burnout in the workplace, they can raise awareness and implement change. When bank leadership shows an interest in these factors, the employees may feel better understood and may show an increase in productivity and retention (Simon & Abdel-Moneim, 2011). Bank employees may be more willing to provide exceptional service to their internal and external customers and will be better able to demonstrate proper training and avoid making costly regulatory mistakes. As a result, bank customers may receive better service, and all stakeholders of the banking industry will benefit from increased trust and integrity (Lu & Gursoy, 2016).

Review of the Professional and Academic Literature

The purpose of this quantitative, correlational design study was to examine whether generational affiliation, burnout, job satisfaction, and time on the job affect turnover intention within the retail banking industry in the United States. This literature review will include relevant previous and current studies related to the purpose of the study and contains four main sections, including (a) turnover intention, (b) burnout, (c) job satisfaction, and (d) generational affiliation. Each section features sources obtained from the ProQuest EBSCOhost databases and Google Scholar search engine. The following keywords provided me with the ability to find relevant literature related to the purpose of this study: *banking regulations, turnover intention, retail banking, job satisfaction, hospitality industry, burnout, retention, attrition, generational affiliation, millennials, baby boomers,* and *Generation X.* To ensure academic rigor as required by the Walden University Doctor of Business Administration program, I adhered to the guideline that more than 85% of the sources included must be peer-reviewed articles published within the past 5 years of 2016, the expected date of chief academic officer approval.

Few researchers in the field have examined employee turnover in the retail banking industry and how generational identity correlates with it. This gap in the knowledge base offered an opportunity for further research. Because Mannheim's (1952) theory of generations proposes that members of each generation share a common identity because of their shared historical experiences, the theory of generations provided an

excellent theoretical lens through which to study how, if at all, generational affiliation affects turnover and turnover intention in the retail banking industry.

Hellmans and Closon (2013) examined the intention of employees continuing to work until the legal retirement age. Health conditions, professional competence, and psychosocial work conditions between two groups included examining employees aged 40 to 49 and employees aged 50 and older (Hellmans & Closon, 2013). However, the researchers did not examine job satisfaction, job tenure, or burnout, which provides the opportunity for further studies into those areas.

Lu and Gursoy (2013) also investigated generational differences in the workplace. Lu and Gursoy examined the moderating effects of how generational differences affected the relationships among job burnout, employee satisfaction, and employee turnover intention in the hospitality and tourism industry. Lu and Gursoy and Kuyken (2012) suggested that future researchers should examine how socio-demographic differences affect employees' work values. As with the hospitality and tourism industry, the retail banking industry is largely customer service-based, and therefore, Lu and Gursoy's study offered a useful model for investigating how generational differences affect employee satisfaction, burnout, and turnover in the retail banking industry.

Fei and Junhui (2013) also studied generational differences among workers in a single industry, focusing their attention on *peasant-workers* in the urban construction industry. Fei and Junhui found that members of the new generation of peasant-workers were not only less culturally and scientifically sophisticated than their predecessors, but they also have a harder time finding work compared to the older generation of peasant-

workers. Fei and Junhui also presented suggestions to combat the new generation of peasant-workers' employment-related problems.

Although very few researchers addressed the relationship between generational affiliation and workplace-related ideas and attitudes within the banking industry, other researchers provided useful models for the retail banking industry. For example, Rajput, Marwah, Balli, and Gupta (2013) examined if understanding the values of each generation of workers would help managers improve intergenerational understanding among workers. Rajput et al. found that because different generations hold different work values, managers have the ability to boost morale, foster harmony, and improve overall effectiveness by understanding generational differences among their employees. Hellmans and Closon (2013), Lu and Gursoy (2013), and Fei and Junhui's (2013) studies lend credence to the theory that workplace-related attitudes and problems are generation specific, which suggests that studying the correlation between generational identity and employee turnover in the retail banking industry is a promising area of inquiry.

Matin, Kalali, and Anvari (2012) examined job burnout among demographic variables. Their independent variable was job burnout, while the dependent variables were the commitment to the organization, intention to leave, and job satisfaction. The researchers used several moderate variables in their study, including age. Matin et al. found that employees experiencing burnout are less committed to their employers, which in turn leads to a decrease in job satisfaction. Because their study focused on a company in the Iranian public sector, Matin et al. suggested that further research was necessary for other industries. Cekada (2012) explained that in the 2010s, employers must manage four

different generations and that understanding each generation's core values and attitudes

are the key to successfully recruiting, retaining, and training employees. As a result,

Cekada asserted, employers must reevaluate their strategies and focus on learning styles,

recruitment, motivating factors, compensation, and collaboration. Doing so will foster

more productive workplaces with more efficient recruitment practices and higher

retention rates (Cekada, 2012). Cekada also suggested that further research could help

employers better understand how generational identity relates to turnover intention,

employee job satisfaction, and burnout. These researchers all indicated that further study

is necessary to understand the relationship between generational affiliation and employee

turnover, which suggests that studying how generational affiliation affects turnover in the

retail banking industry would not just improve management practices within a single

industry, but would also have broader implications for other industries (Kaifi, Nafei,

Khanfar, & Kaifi, 2012).

The relationship between generational affiliation and turnover within the retail

banking industry warrants scholarly attention. As Ferri-Reed (2012) noted, nearly 40

million millennials are already in the workplace, with an additional 40 million projected

to enter the workforce shortly. The influx of millennial workers, combined with a

projected 49% increase in the population of workers over the age of 65 between 2013 and

2033, presents challenges to bank leaders, who must recruit, retain, train, and motivate

employees with generation-specific values and attitudes (Paton, 2013). Because

employers may see up to five generations working together by 2018, it is imperative to

uncover what relationships, if any, exist among generational affiliation, job burnout, job

satisfaction, and turnover intention (Lub, Bijvank, Bal, Blomme, & Shalk, 2012).

Collectively, these researchers have provided a solid foundation for this doctoral

study, where my goal was to identify the differences and generalities among employees

based on generational affiliation, job satisfaction, and employee turnover problems in the

retail banking industry. Many researchers have found a correlation relationship between

generational affiliation and turnover intention in various industries (Kaifi et al., 2012; Lu

& Gursoy, 2016; Lub et al., 2012).The foundational concepts of (a) turnover intention,

(b) job burnout, (c) generational affiliation, and (d) job satisfaction shaped the basis for

my review of the literature for the contributing factors leading to employee turnover and

its financial effects, which Lu and Gursoy (2016) have documented in prior research.

Turnover Intention

Several factors contribute to employee turnover. Because the theory of

generations provided the foundation of this study of generational affiliation and its

relationship to turnover in the retail banking industry, it was important to understand

employees' behavioral intentions across multiple generations. As Thompson (2011)

found, turnover among older workers can be just as worrisome to employers as retaining

younger employees, because older workers bring value to the workplace. Pena (2013)

examined job retention issues to determine if generational affiliation influences if

employees remain in their current positions. Pena found that Generation X and Y

employees both valued their jobs and promotional opportunities, but anticipated looking

for a new employer within the next 3 years. Pena also noted that the most important

factor for retaining employees seemed to be strong, consistent management practices as well as rewards and recognition of the employees among these two generations. The key finding in Pena's study was that employers should not assume that employees in Generations X and Y will remain in one position until retirement such as previous generations and that employers should instead find ways to keep employees of each generation happy if they want to retain them.

Dixon, Mercado, and Knowles (2013) examined the behavioral and commitment characteristics of different generations in technical and nontechnical occupations and found that across all generations studied, employees in technical occupations had stronger associations of follower behaviors and lower commitment levels, while employees in nontechnical occupations were less likely to display follower behaviors and displayed a stronger sense of engagement. Identifying the differences and perceptions of each generation in the workplace is the first step in addressing the turnover problem. Zopiatis, Krambia-Kapardis, and Varnavas (2012) examined each generation's perceptions of other generations and found that different perceptions exist among workers of different generations. Heyler and Lee (2012) and Zopiatis et al. suggested that to manage effectively; employers must understand how employees of different generations perceive one another.

Costanza, Badger, Fraser, Sever, and Gade (2012) found understanding generational differences among employees may not be effective in managing workplace-related issues. The researchers conducted a meta-analysis of 20 published and unpublished studies using three variables related to generational differences: job

satisfaction, intent to turnover, and organizational commitment. The studies that Costanza et al. examined included 18 pairwise comparisons using four age generations: traditionalists, baby boomers, Generation Xers, and millennials. After conducting their meta-analysis, Costanza et al. found no significant differences in work-related variables among the generations studied, which suggests that organizational involvement in generational differences may not be productive. The results of Costanza et al.'s meta-study reinforce the importance of gathering information from participants directly.

Workplace harassment, bullying, and employment discrimination are additional potential issues employers face when dealing with a multigenerational workforce. Discrimination suits are financially detrimental, not just regarding judgments awarded, but also because they lead to employee turnover within the organization (Choi & Choi, 2011). Choi and Choi (2011), in a study using 420 participants, found 81% of employees older than 50 had experienced age-related workplace discrimination. Pelczarski (2013) wrote about the number of workers who were older than 55 and reminded employers of the Age Discrimination Act of 1967, which prohibits age discrimination of any kind in the workplace for workers who are 40 years old or older. Valenti and Burke (2012) researched historical cases where employees sued employers. They also surveyed 140 participants on various workplace-related scenarios, including age discrimination, to gauge when, if at all, participants would seek internal or external assistance or even quit their jobs. The survey results revealed that employees considered some workplace problems more discriminatory than others, and participants' based their actions on their

perceptions of how discriminatory they deemed each hypothetical scenario (Valenti & Burke, 2012).

Mujtaba, Cavico, Williams, and Sungkhawan (2012) examined how managers in the United States and Thailand avoid and deal with age discrimination in the workplace while trying to be ethical, legal, and productive. Mujtaba et al.'s findings showed a statistically significant relationship between diversity training in the workplace and decreased instances of age discrimination. Mujtaba et al. used these findings to make suggestions to help organizations prevent lawsuits and avoid discrimination. Additionally, Panhwar, Channar, and Brohi (2012) found a relationship between private sector employment and age discrimination as well as an increased level of age discrimination claims from female employees versus male employees. Understanding how age discrimination affects employees may help employers prevent unnecessary turnover (Valenti & Burke, 2012).

Sirisetti (2012) also found that millennials enjoy working for organizations that practice sustainability in the communities they serve. McGinnis (2011) examined recruitment and retention in the nonprofit sector and found that most employers mistakenly assume that millennials value higher compensation when looking to join a company. Similarly, in a study of intergenerational dynamics in Sierra Leone's civil war, Boersch-Supan (2012) suggested that younger generations use modern social issues, such as human rights, to fight back against their influential elders and fuel their succession of power in an intergenerational society.

Dhevabanchachai and Muangasame (2013) examined 66 Generation Y students'
feelings of hospitality industry workplace-related difficulties they faced in high-stress
work environments and with traditionally low wages in Thailand. Dhevabanchachai and
Muangasame found that the Generation Y study participants shared common views about
what makes an effective workplace in the hospitality industry, focusing on five different
factors: (a) effective leaders, (b) a friendly work environment, (c) good compensation and
or benefits, (d) flexibility, and (e) good facilities. Individually, these studies show that
factors other than compensation motivate millennial workers, which is important for
managers and organizations to ensure minimal turnover among its younger employees.
Collectively, these studies provide insight into the collective mindset of millennial
workers, which is invaluable for crafting policies and practices designed to reduce
turnover.

Luo (2012) examined existing correlations between adults aged more than 60 and
what attitude attributes were common among participants who wanted to continue
working past the expected age of retirement. Luo found that older employees continue
working if they get along with their younger colleagues and that the more positive
experiences older workers had with their younger colleagues, the more likely they would
continue working into older age. Therefore, intergenerational harmony in the workplace
may result in lower rates of turnover among older employees (Luo, 2012). However,
Zick, Mayer, and Kara (2012) found that for several reasons, many older employees have
not saved enough money to retire, and are remaining in the workplace longer than they
wanted or expected to. Zick et al. found that older employees preferred safety and

security in their approach toward retirement; resulting in older workers' remaining in the workplace past retirement age and younger generations do a better job of preparing for retirement than their older counterparts.

To determine what factors might motivate retirees to return to work, Armstrong-Stassen, Schlosser, and Zinni (2012) conducted research among 243 retirees less than 65 who retired less than a decade ago. Armstrong-Stassen et al. completed a regression analysis and determined that participants who perceived that they were not financially well off, and participants who enjoyed their roles within their organizations, were more likely to return to the workplace after retirement than their counterparts who were content with their retirement income and post-retirement way of life. Lyons, Schweitzer, Ng, and Kuron (2012) examined trends in work patterns among different generations and concluded that younger generations change jobs more often than their older counterparts do. Remedios (2012) found that the key to retention is keeping employees happy based on four factors (a) pay, (b) benefits, (c) learning and development, and (d) work environment. Leong (2012) also found the focus on the identified four factors is instrumental to retention and suggested that intergenerational understanding in the workplace may improve worker productivity and workplace harmony, which will in turn, lead to higher retention rates. Together, these researchers offered valuable insight into how generational identity affects a wide variety of workplace-related behaviors and attitudes, including turnover intention and employee satisfaction. Understanding the roles that generational identity plays in the workplace may help understand turnover in the retail banking industry (Lu & Gursoy 2016).

Burnout

Employees are among a company's most valuable assets. Therefore, employers need to understand burnout and its causes. According to Lu and Gursoy (2013), because employees in customer service-based industries have to deal with customer demands, they are at a high risk for job burnout. Lu and Gursoy noted that burnout is costly for organizations on two fronts, not only leading to higher turnover rates but also decreasing worker productivity. Lu and Gursoy also pointed out that burnout is one of the best predictors of job satisfaction and turnover intention. Matin et al. (2012) reached a similar conclusion, noting that employees who experience job burnout are not only less committed to their employer but are also more dissatisfied with their job. Mujtaba (2011) noted that in an increasingly globalized workplace, employers must find ways to reduce employee stress and raise awareness of diversity. Mujitaba's findings revealed that female participants in India had more stress perceptions than their male counterparts do, while in the United States, female participants had fewer stress perceptions than male participants (2011). Additionally, Mujtaba found that both age and education were statistically significant factors in stress perceptions.

Although researchers pointed to many causes of burnout, multiple researchers such as Lu and Gursoy (2012), Matin et al. (2012), and Mujtaba (2011) highlighted the relationships among burnout, employee well-being, and job satisfaction. One factor that negatively affects well-being in the workplace is bullying, especially in relation to age and generational affiliation. Van Fleet and Van Fleet (2012) determined that although managerial bullying is a serious problem in American workplaces, employees rarely

report this harassment to supervisors. Van Fleet and Van Fleet found that age, gender, experience, language at home, and previous experiences with bullying determined how participants defined bullying (2012). Finne, Knardahl, and Lau (2011) found a correlation between workplace bullying and mental distress; not only does self-reported workplace-bullying lead to mental distress, but mental distress helps predict workplace bullying. Prativadi and Padmakumari (2012) argued that employers are beginning to realize the relationship between emotional intelligence and employee well-being in the workplace. Prativadi and Padmakumari measured the emotional intelligence of 110 middle-aged participants, including 55 men and 55 women. Their results not only revealed a correlation between emotional intelligence and general well-being but also found that the female participants had higher levels of emotional intelligence and general well-being than their male counterparts did.

Prativadi and Padmakumari (2012) also emphasized that emotional intelligence and general well-being are paramount in the service industry. Lu and Gursoy (2013) noted that because service industry employees work in high-stress environments that require them to demonstrate professional behavior in their interactions with customers, emotion management is important. To determine the relationships among gender, emotion management, and the acting behaviors used in performing emotional labor, Oktug (2013) studied 130 sales assistants and found a statistical correlation between gender and emotion management in the workplace. Specifically, Oktug found that women's emotion management skills had an adverse effect on the surface, a positive effect on profound and genuine acting and that age affected emotion management skills.

Lai, Chang, and Hsu (2012) found a correlation between workload intensity and employees' quality of work life: their study revealed that as employees' workload increased, their perception of work-life quality decreased for both baby boomers and Generation X workers. Lai et al. suggested that to improve the quality of work life among baby boomers and Generation X employees, employers should consider balancing workloads, workload intensity, implementing new recruitment, and hiring practices. Employees' health also affects their quality of work life. Rahkonen et al (2012) examined how sleep problems among older employees affect leaves of absences, calling in sick, and or worker productivity. Additionally, Rahkonen et al. found that 21% of female participants and 17% of male participants reported that they had sleeping problems on a regular basis. Rahkonen et al. also found that participants with sleep problems were more likely to call in or require a leave of absence, thereby supporting the idea that sleep and health issues affect productivity and attendance levels among older employees.

Kossek, Kalliath, and Kalliath (2012) conducted a review of current literature on employee well-being and concluded that by changing a work environment to leverage the skills of different age generations, organizations can increase employee well-being. Kossek et al. highlighted the practice of reverse mentoring – in which younger employees share their expertise and strengths with older employees, as an efficient means of creating intergenerational partnerships, which in turn increases employee well-being. Stephens (2012) also found that employee well-being increased when younger employees helped veteran workers to understand contemporary technology and modern business solutions such as webinars and social media. Both Kossek et al. and Stephens emphasize the

important role that reverse mentoring plays in well-being. As these studies illustrated, organizations must implement practices such as reverse mentoring that increase worker well-being and reduce burnout-related turnover.

Job Satisfaction

Luo (2012) and Simon and Abdel-Moneim (2011) also examined whether or not generational affiliation affects job involvement and job satisfaction. Drawing upon previous studies that examined declining work ethics from generation to generation, Shragay and Tziner (2011) investigated how generational differences affected employees' work attitudes, including job satisfaction, job involvement, and organizational citizenship behavior. Of these three factors, Shragay and Tziner found generational identity only affected job involvement and that its effect was better among Generation X employees as compared to Generation Y employees. Similarly, Barford and Hester (2011) tested 30 hypotheses related to differences in assigned level of workplace motivation and happiness among government employees of the three dominant age generations. Of the 30 hypotheses tested, 11 had statistical significance. Barford and Hester found that Generation Y employees had different levels of happiness on the five motivational factors used for the study, with advancement and free time scoring the highest. The findings of Barford and Hester's study are significant because they highlighted the relationships among generational affiliation, motivating factors, and job satisfaction. Therefore, Barford and Hester's findings are in keeping with Kaifi's et al (2012) study, which determined that age is an essential component for employers to understand and address, not just because there are currently four generations working

alongside one another, but also because millennials assume more responsibilities as baby boomers and Generation Xers consider retirement.

Kaifi et al. (2012) examined 74 males and 74 female participants, and they found that while men had higher job satisfaction rates compared to women, women had higher commitment levels to the organization than their male counterparts. The researchers also found that millennials with graduate degrees remain with the organization longer than the millennial employees who did not (Kaifi et al., 2012). Alduaij (2013) also found a statistically significant relationship between male employees and workplace motivation, but concluded that no statistically significant relationship existed between age and workplace motivation. Alduaij examined work motivation and its relationship to factors such as age, gender, and private or public sector work among a random sample of 213 Kuwaiti workers. Alduaij found that strong, consistent management practices were the most important factor in retaining the employees who participated in the study. Among Generation X and millennial employees, rewards and recognition as well as employee engagement were key factors for employee satisfaction and retention (Alduaij 2013).

Alduaij's (2013) findings are significant, because as Pena (2013) noted, employers can no longer assume that young employees will follow their older colleagues' example and retire from their position; therefore, finding ways to keep younger employees satisfied is imperative. These data differ slightly from the findings of Stinchcomb and Leip's (2012), who researched retention and recruitment practices in jails, which present obstacles to retention because of the job's challenging nature and low pay. Stinchcomb and Leip suggested that because of the recent economic downturn, jails

have seen lower turnover rates because jobs were hard to find, but they speculate that with the national economic outlook improving, prison management will need to find ways to recruit new talent, especially among millennial employees. To this end, Stinchcomb and Leip conducted a survey to see what could attract potential employees to work in a jail and what could induce them to remain employed. Stinchcomb and Leip found that, as in other industries, stability, pay, and benefits were key factors in recruiting and retaining millennial jail workers. Stinchcomb and Leip's findings are in keeping with Kian, Wan Yusoff, and Rajah's (2013) study of motivational factors toward citizenship performance among 124 Generation X and Y employees. Kian et al. found that different factors motivate Generation X and Generation Y employees; whereas, Generation X employees valued work itself, achievements, recognition, and promotions, Generation Y valued working conditions, company policies and administration, and compensation and benefits. Because of their findings, Kian et al. suggested that employers must consider generation-specific recruitment and retention initiatives.

Lattuch and Young (2011) studied how Gen Y employees fit into organizational change. The researchers discovered that the 261 participants associated organizational change with stress and uncertainty, which led to reduced levels of job satisfaction. Lattuch and Young suggested that as organizations undergo organizational changes, leaders must find ways to mitigate low levels of job satisfaction and high levels of stress among young employees. As Ferri-Reed (2012) noted, millennials have a harder time entering the workforce. Because millennials entered the workplace during an economic downturn, they faced high unemployment rates, which forced many of them to accept

nonpreferred jobs while carrying large student loan debt from college. As a result,

millennials experience less job satisfaction and are more likely to continue to seek

employment in their chosen fields than are members of other generations (Ferri-Reed,

2012). Buetell (2013) examined generational differences in work-family conflict and

synergy and found significant differences among the four generations in today's

workplace (mature, baby boomers, and Generation Xers and Ys) when exploring work-

family conflict and its effects on job satisfaction. As the finding illustrate, organizations

must consider their employees' generational affiliation when implementing policies to

increase job satisfaction.

In addition to generation affiliation, employee characteristics and values are key

factors to consider when examining job satisfaction. Kim, Smith, Sikula, and Anderson

(2011) identified six different kinds of employees, then narrowed the six down to three

universal types: (a) *necessities*, or employees who are critical to the organization; (b)

commoners, who are of average ability and have no significant effect on the organization;

and (c) *parasites*, who contribute nothing and are detrimental to the organization. Kim et

al asked undergraduate and graduate business students from the United States, India,

Chile, Korea, and Japan to define the major characteristics of each type of employee.

Although study participants from all five nations defined necessities and parasites in

similar ways, definitions of commoners varied according to the participant's nationality

(Kim et al. 2011). Whereas Kim et al. researched common perceptions of universal

employee types, Westover and Taylor (2010) investigated how employees' core values

affected job satisfaction. In a long-range (19892005) international study using regression

analysis, bivariate and multivariate descriptive statistics, job satisfaction, and job satisfaction-related factors as variables, Westover and Taylor found that that intrinsic motivation and incentives had the largest effect on overall job satisfaction and that an employee's age and nationality influenced their results.

Al-Srour and Al-Oweidi (2013) examined employees' creativity levels and their relationships among gender, practical experience, and age. The study included 272 participants, including 164 management employees, 18 academic staff, and 90 artists. The researchers found that academic staff had the highest levels of creativity, followed by artists, and then managers. The results highlighted statistically significant levels of higher creativity among participants aged between 25 and 35 and among female participants (Al-Srour & Al-Oweidi, 2013). Lan, Okechuku, Zhang, and Cao (2013) also examined the relationship between personal values and job satisfaction, but rather than focusing on managers, academics, and artists, they focused on accountants working in China. Among the 370 participants, 41.9% of those surveyed thought of their work as a career, 37.6% thought of their work as a calling, and 20.5% thought of their work as just a job (2013; Mujtaba, 2011).

Employees who considered their career as a calling exhibited the highest level of job satisfaction. Because employee values relate to job satisfaction, Borness, Proudfoot, Crawford, and Valenzuela (2013) examined whether cognitive training can affect job satisfaction. Their study revealed that short-term respite activities might enhance and improve employees' feeling of well-being. As these studies reveal, employee values and well-being play a key role in job satisfaction (Elias, Smith, & Barney; 2012; Lan et al.,

2013). Therefore, workplace policies that allow employees to align their values with those of the company may reduce turnover intention in the retail banking industry.

Researchers also examined the link between types of employment and job satisfaction (Lan et al., 2013). Svensson (2012) examined types of employment, focusing on employees who performed non-standard work and employees who performed standard work. Among 5,080 random participants in Sweden, Svensson found 119 nonstandard workers employed in temporary positions. Using chi-squared tests and regression analysis, Svensson found that workers in nonstandard jobs had less flexibility and trust as compared to standard job employees. Svensson also found that age, gender, and socio-economic consistency were more constant among standard job employees. Lange (2012) examined whether or not employees' values affected their decision to become self-employed, focusing specifically on the relationship between freedom and job satisfaction. Lange found that for participants of both genders, workers who value more freedom at work are more satisfied with being self-employed. This study is further evidence that values in the workplace do affect workers and even their career decisions (Lange, 2012).

Ueda and Ohzono (2013) examined job satisfaction among *freeters*, or workers not employed full time (excluding homemakers and students). Using a hierarchical regression analysis that drew upon data from 6,680 traditional employees and 678 freeters, Ueda and Ohzono found that while age had a positive effect on work satisfaction among regular employees, the opposite was true of freeters. Ueda and Ohzono also found that more freeters were satisfied when they were able to evaluate their own skills (2013). The researchers established a relationship between job satisfaction and employment type.

As these studies demonstrated, job satisfaction directly relates to the types of jobs that employees perform. Implementing policies that allow employees to feel a sense of agency and freedom in the workplace may reduce turnover intention in the retail banking industry.

Generational Affiliation

The purpose of this study was to highlight the relationship between turnover intention and generational affiliation. Researchers have focused on generational workplace issues, and examining these studies has helped shed light on the importance of including generational influence as part of my project on employee turnover in the retail banking industry. Simon and Abdel-Moneim (2011) examined the role that age plays in moving society forward on major social issues, noting that President Obama's election strategy of focusing on younger generations led to the election of an African American president with Muslim heritage.

Simon and Abdel-Moneim's (2011) analyzed random interviews (conducted by the Pew Research Center) about major social issues, including religious differences, homosexuality, abortion, and immigration. Simon and Abdel-Moneim considered individuals who were 65 and older as part of older generations and individuals 50 or younger as part of younger generations and found that younger generations tended to be more open-minded on major social issues while older generations had more closed-minded opinions and were less accepting of contemporary social issues. In addition, younger generations tended to be more knowledgeable about these issues than their older counterparts were (Simon & Abdel-Moneim, 2011).

Simon and Abdel-Moneim's (2011) study has important implications for a study of generational affiliation in the workplace because it indicates that the attitudes and beliefs of younger generations could influence a wide range of workplace issues. As evidenced by an above average turnout of young people voting for President Obama, their vote, and their opinions have an effect (Simon & Abdel-Moneim, 2011). In this regard, employers should take a cue from political strategists and consider the powerful influence of younger generations in the workplace. Anatatmula and Shrivastav's (2012) study sheds light on Generation Y in the workplace, drawing upon both a literature review analysis and a survey. The study results indicated that Generation Y has trouble working with other generations in the workplace (Anatatmula & Shrivastav, 2012) to a great part due to differences in opinion, perceptions, and values dependent on factors ranging from upbringing, industry type, and work ethics (Anatatmula & Shrivastav, 2012).

Twenge (2010) explained the differences in values among generations help recruit young workers. With the baby boomers expected to age out of the workforce during the next few years, employers must understand generational affiliation and work values for a variety of reasons, especially concerning recruiting and retaining millennial employees. To do this effectively, employers can market themselves and their benefits to prospective employees by showing that they understand what younger workers value.

While most studies involving generational differences in the workplace tend to focus on data from workers at a specific date, Twenge (2010) researched this phenomenon from a time-lag approach, which studies workers of an age group at

different times. To get a more accurate representation of views, Twenge (2010) asked the

same questions to people of a similar age to previous participants. In conducting the

study, Twenge also examined the peer-reviewed literature on the effect of generational

values in the workplace and personality differences among generations. Twenge's

findings showed that millennial employees were the hardest to motivate, followed closely

by Generation Xers; both generations valued life and leisure over work. However, the

study results concluded that these generations still work hard to get the job done and can

be more productive than other generations in some cases. Twenge's major finding was

that managers should handle and recruit employees for their individuality instead of

perceived assumptions about generational values.

Martin and Gentry (2011) examined the ineffectiveness of managers to determine

whether there is a correlation between age and managerial ineffectiveness. Martin and

Gentry used the term *derailment* to describe the behavior of managers who had problems

with interpersonal relationships, difficulty leading a team, difficulty changing or

adapting, failure to meet business objectives, and too-narrow functional orientation.

Martin and Gentry's study results, which included baby boomers, Generation Xers, and

millennials, found that older managers seemed to have slightly higher numbers of

derailment signs, which suggested that there may be more in common among baby

boomers, Generation Xers, and millennials in the workplace than previously expected.

Nevertheless, their findings are significant, because they establish an additional rationale

for examining age-related turnover and job satisfaction when signs of derailment are

present (2011).

Martin and Gentry's (2011) findings align well with those of Gellert and Schalk (2012), who conducted research to determine whether age affects workplace attitudes. Using multiple regression analysis of data gathered from surveys administered to 156 elderly residents in German residential homes, Gellert and Schalk found that age does affect work-related attitudes. Tung and Comeau (2014) explained this phenomenon with generational theory, which posits that people born during roughly the same time period shares values, largely because of national, global, historical, and economic events that occurred in their lifetimes, even if individuals have radically different perceptions and experiences of these events and live their lives based on these experiences. The generational differences that Tung and Comeau highlighted in their study also manifest in the workplace. For instance, Snow (2011) examined whether baby boomer and millennial employees handled and or answered a question the same way, finding that both groups had different motivations. Snow determined that by understanding these differences, organizations might ultimately be able to get members of both generations to reach the same result, even if they arrive at that result based on different processes. Snow further recommended that organizations take into account generational-specific thought processes to increase efficiency (2011).

Lu, Zhou, and Leung (2011) offer a contrasting view. Their group-level study examined differences between task and relationship conflicts and found that task conflict relates to innovative behaviors while relationship conflict negatively affects group sharing of knowledge among employees. This information demonstrates that some workplace conflicts can have positive effects, though innovation and support are key to

mitigating the negative effect of conflicts. Hence, this research on workplace conflict presents an opportunity for employers to take advantage of generational preferences for group level or individual level tasks, all while increasing productivity and minimizing actual workplace conflict (Lu et al., 2011). Together, these studies highlight the importance of leveraging the different values and skill sets of each generation to reduce intergenerational conflict and increase overall productivity.

Organizations can also benefit from Pullins, Mallin, Buehrer, and Jones's (2011) research, which suggested solutions for problems that might arise from changing workplace demographics shortly. Pullins et al. noted that as baby boomers retire over the next 5 years, millennials will fill their place. According to Pullins et al., this demographic shift in the workplace poses a problem because millennials have little success in selling products and services to older generations such as baby boomers. Pullins et al. found that millennial salespeople's experienced frustration due to their inability to connect with older generations on a human level. Despite this frustration, millennials remained confident in their abilities. Pullins et al. also found that in most cases, organizations provided little to no training targeting on intergenerational relationship selling. Pullins et al. suggested that to close the generational gap between employees and potential consumers; organizations should implement strategies to promote intergenerational communication and train employees to sell to older clients (2011).

Susaeta et al. (2013) found significant differences between culture and generations when they examined whether or not culture and generation influences work attitude drivers. They focused on five factors: (a) life project, (b) professional ethics, (c)

attitudes toward authority, (d) leadership, and (e) commitment to their company. As

Florian (2011) pointed out, financial organizations should not expect millennials to

continue using their services just because their parents did. Financial firms must

implement strategies to appeal to younger generations to maintain their client base when

money passes hands from the older generation to the newer generation (Florian, 2011).

Rummel and Viggiani (2011) found that companies should employ strategies to

understand the uniqueness of each generation to manage them in ways that would be

beneficial to the company. Additionally, they suggested that employers must find ways to

rally employees' around the organization's culture and leverage the experiences and

knowledge of each generation. Rummel and Viggiani explain that millennials believe that

they can have both a family and a career, and they expect their employers to

accommodate them in that endeavor. VanMeter, Grisaffe, Chonko, and Roberts (2013)

also emphasized that employers must begin to understand millennials' unique

perspective, especially given the projection of an additional 80 million millennials joining

the workforce. In particular, employers should take into account how millennials' ethical

beliefs might affect their work functions (VanMeter et al., 2013).

Researchers that recognize that values are generation-specific emphasize the

importance of quality, conflict, and communication across the generations. Ferri-Reed

(2013) suggested that while the generations typically work well with one another,

intergenerational conflicts occasionally arise because of differences in values and

perception of employees from different generations. Therefore, intergenerational

understanding is the key to lessening potential friction in the workplace (Ferri-Reed,

2013). For instance, after conducting two experimental studies, Truxillo, McCune, Bertolino, and Fraccaroli (2012) found that study participants considered older workers as wise and detail oriented and younger workers as more personable and proactive. Unsurprisingly, then, much of the literature on intergenerational workplace conflict includes suggestions for fostering understanding across generations and encourages diversity training to educate employees about generational differences. Wambui, Wangombe, Murhura, Kamau, and Jackson (2013) believed that any company that wishes to recruit and retain employees successfully and maintain their client base must manage diversity within the organization and foster better team inclusion, understanding, and creativity. Babalola and Marques's (2013) findings support those of Wambui et al. (2013). They suggest that stronger human resource management in the workplace will help companies address diversity issues and that global businesses require more human resource (HR) consulting components to incorporate diversity, including age-related training (Babalola & Marques, 2013). As these studies indicated, organizations must foster diversity – including intergenerational understanding – not just to recruit and retain employees, but also to thrive in a global economy.

Management and training can play a key role in fostering intergenerational understanding. Ayoko and Konrad (2012) examined the importance of leadership's role in helping control workplace performance and morale in in-group settings. Their findings implied that effective leadership can help mitigate conflict, as well as provide training measures that prevent task and relationship conflict in the workplace (Ayoko & Konrad, 2012). Similarly, Ng and Sears (2012) found that transformational leadership aligns

strongly with implementing diversity-related activities such as workshops and other training exercises. The study results revealed that the age and personal attributes of an organization's CEO affected the likelihood of the company's implementing diversity management (Ng & Sears, 2012). Ilmakunnas and Ilmakunnas's (2011) found that age diversity is related positively to total factor productivity while educational diversity is related negatively to total factor productivity (2011).

Similarly, Kuyken (2012) explained that organizations must ensure knowledge transfer processes are in place to successfully transfer explicit and tacit knowledge from one generation of workers to the next; especially because older workers possess much of the knowledge. Kuyken also recommended that companies foster *communities of knowledge*, which would allow employees and employers alike to understand the three dominant generations in the workplace. Helyer and Lee (2012) also examined knowledge transfer in the workplace, suggesting that proper training is necessary to ensure that aging workers pass on their knowledge to younger generations. Dobbin, Kim, and Kalev (2011) found that firms that did not have solid workforce diversity initiatives in place were not likely to implement diversity programs unless they employed a significant number of female managers. Dobbin et al. argued that employees expect diversity, especially since innovation plays such an important part in every global business, and that firms should consider diversity training as an important part of their corporate culture. Dobbin et al. also suggested that workplaces need more diversity than previous.

Roberge, Lewicki, Hietapelto, and Abdyldaeva (2011) noted that firms with proactive and supportive diversity programs are better able to sustain themselves.

Roberge et al. recommended five strategies that firms can use to provide supportive and

proactive diversity initiatives (a) using symbolic management to value diversity, (b)

implementing training programs, (c) implementing cross-functional teams, (d)

stimulating improved communication flow, and (e) promoting fairness in human resource

practices. In fact, Collins (2012) noted that over the past several decades, diversity has

not just become the norm in the workplace around the globe, but that it is so important

that several countries have established laws that regulate diversity and anti-discrimination

issues in the workplace. Similarly, Hahn (2011) found that communication and respect

are the most important aspects of creating understanding and workplace harmony in the

multigenerational workplace. Hahn used Hahn's five managerial strategies for managing

the multigenerational workplace to examine the nursing industry, another service industry

in which multigenerational employees create challenges for managers. Hahn concluded

that diversity training is the key to fostering understanding and collaboration among

different generations in the workplace. These types of training exercises may provide

useful data for employers as they work toward creating integrated workforces with shared

values.

Keene and Fairman (2011) studied public and academic employees as they

collaborated to create a new library that would serve both public and academic audiences.

Using a mixed methods approach to understand the core value of participating

employees, Keene and Fairman found that by creating workshops that engaged all

participants, organizers not only fostered positive relationships but also built on core

values to bring about a shared vision. These types of training exercises are particularly

important in building unity among workers, especially because differences do exist among employees of different generations, as multiple studies demonstrate. Real, Mitnick, and Maloney (2010) explored demographic differences among generations by examining workplace beliefs and values of three major generations. Real et al. found that while differences did exist, these differences related more to work experiences, position, or age versus generation (Real et al., 2010). As Real et al. illustrated, age is not the only measure of diversity that employers need to address.

Similar to Collins (2012), Castaneda, Bateh, and Heyliger (2013) found that the workplace is becoming increasingly multicultural. As a result, they noted, academic institutions and employers must also evolve to reflect this demographic shift by providing training and education for workers. Their case study also suggested that organizational leadership must have flexibility and cultural understanding and acceptance when working in multicultural environments, both globally and domestically (Castaneda et al., 2013).

Castaneda et al.'s (2012) findings align well with Cheung and Wu's (2012) study, which examined what they coined successful aging in the workplace. Cheung and Wu focused on adaptability, health, positive relationships, occupational growth, and personal security, which are all factors in successful aging, and examined how stressors such as age discrimination, job-related stress, and personal stress interfered with work. Cheung and Wu also studied coping mechanisms and their effect on these stressors, finding that employees who managed work/life conflict were not only able to age successfully in the workplace but also that factors such as training and development and social support for employees enhanced successful aging.

Cheung and Wu's (2012) findings align with Lehmann-Willenbrock, Lei, and Kauffeld's (2012) study of intergenerational conflict among 138 nurses in a German hospital. Lehmann-Willenbrock et al. found that a lack of communication among younger and older nurses could compromise patient care. As a result, managers must find ways to show employees of different age generations to embrace one another's strengths to work with, not against, one another (Lehmann-Willenbrock et al., 2012). These findings highlighted the importance of diversity training and diversity exercises in workplaces, particularly in service industries, to facilitate intergenerational understanding.

Several researchers identified solutions for managing a multi-generational workforce and maximizing productivity. For instance, in Hebert and Chaney's (2011) study of 55 facility managers in U.S.-based companies, more than half of their respondents reported that understanding generational differences was an important consideration, as opposed to only 25% who did not consider generational differences an important consideration. Similarly, to understand the needs of older workers, Erlich and Bichard (2008) conducted interviews, held group discussions, and studied design principles to create more effective work environments for older workers and their needs. Erlich and Bichard found that while an open floor plan worked well for collaboration among employees and for group activities and teamwork, the open floor plan was not an effective option for detail-oriented work or tasks that require more focus. Their findings indicate that generational affiliation affects how workers interact with the office environment and that different spaces are necessary for collaborative and individual projects (Erlich & Bichard, 2008). According to Haynes (2011), organizations recognize

the different needs of traditionalists, baby boomers, Generation X, and Generation Y,

particularly about workplace design. Haynes indicated that employers could increase

productivity by designing the workspace around the needs and preferences of each

generation.

Vandenberghe's (2011) supported the idea of generation-specific design.

Vandenberghe found that many European workplaces do not accommodate the needs of

older workers and that European organizations tend not to hire employees who are older

than 50. Rogers et al (2011) examined whether an employer's focus on the health of

aging workers could help keep older employees in the workplace longer. Rogers et al.

found that three major factors could keep older workers healthy and; therefore, increase

productivity: (a) acknowledging both the strengths and limitations of aging workers, (b)

providing occupational nurses who can work with employers to provide minor but

necessary accommodations for older workers, and (c) implementing preventative

measures focused on keeping older workers healthy. While each of these researchers

focused on increasing productivity by addressing the needs of the multigenerational

workforce, their findings also have important implications for reducing turnover in the

workplace.

As multiple researchers have illustrated, employers need to have a better

understanding of the multigenerational workforce. Heyler and Lee (2012) examined both

the challenges and efficiencies of the multi-generational workforce in the education

industry. Heyler and Lee concluded that to increase harmony and productivity, employers

must understand the diversity of skills, attitudes, expectations, and even learning styles of

different generations. These findings are in keeping with Hogg's (2013) study, which

attempted to understand how Generation Y employees make workplace decisions. Hogg

found that Generation Y employees have their unique values that determine what they

value in the workplace and that these values often go against the norms of the workplace.

To help employers understand and adjust to Generation Y employees' decision-making

processes, Hogg used the theory of *groupthink* to explain how many Generation Y

employees value consensus over conflict. Hogg notes that employers' responses to

Generation Y's decision-making processes will influence Generation Y's workplace

satisfaction.

Kapoor and Soloman (2011) determined how best to manage and understand

traditionalists, baby boomers, Gen Xers, and Gen Ys in the workplace. The results

indicated that employers must understand what each generation values to maximize

productivity (Kapoor & Soloman, 2011). Andert (2011) proposed that alternating

leadership, a model that allows for flexible hierarchies within the workplace, could

proactively address the needs of baby boomers, Gen Xers, and millennials in the

workplace. Gijbels, Raemdonck, Vervecken, and Van Herck (2012) examined different

work-related triggers to foster a learning-centered workplace environment. They

examined factors such as how job duties and social support influenced the working

environment and contributed to learning in the workplace. In their study, all 73

employees of the Information and Communication Technology department at a large

company completed a questionnaire consisting of questions about the employee's age,

gender, education, and factors such as job demands, job control, social support, self-

directed learning, and work-related learning behaviors. Using regression analysis, Gijbels et al. found that job demands and job control were associated with work-related behaviors, which suggests that there are more effective ways for workers to interact with one another in the workplace.

Generational affiliation also influences workplace attitudes about and comfort with technology in the workplace. Managers cannot afford to ignore the effect of technological innovations such as social media and smartphones in the workplace and the world. In fact, Simon and Abdel-Moneim (2011) credited technology with helping Barack Obama connect with younger generations, thereby redefining the political landscape. Similarly, Sarringhaus (2011) explained that managers have a tendency to dismiss social media because Generation Y most associates with this technology. However, as many baby boomers in the healthcare field enter retirement, employers must begin thinking about how to leverage Generation Y's social media skills and technological expertise to connect with patients (Sarringhaus, 2011).

Sarringhaus's (2011) conclusions are in keeping with Kassim and Mohammed (2013), who examined factors that motivate people to use business-to-employee (B2E) tools and resources. Kassim and Mohammed studied the Royal Jordanian B2E portals and conducted a survey that gathered data on user characteristics, portal characteristics, usefulness, and organizational support. They found a statistically significant relationship between salary, computer skills, and the use of the Royal Jordanian B2E portals, but no statistically significant relationship between gender, education, Internet skills, and the use of Royal Jordanian B2E portals. Their findings indicated that more employees and

organizations are using technology-based tools to do business, and because attitudes toward technology are generation-specific, their findings have implications for managing the multi-generational workplace (Kassim & Mohammed, 2013). Elias, Smith, and Barney (2012) found similar results in their study of employees' attitudes toward technology and how these attitudes determine technology implementation success in the workplaces. Elias et al. found that older employees had the highest attitude toward technology and that when older employees had a weaker attitude toward technology, the relationship between technology acceptance and attitude was weakest.

Normala and Dileep (2013) examined the relationship between age and technology in the workplace. In their study, they found that Generation X and Y employees adopt and implement technology to improve their contributions to the organization (Normala & Dileep, 2013). Vincent (2012), a self-identified baby boomer, suggested that organizations leverage the skills of each generation to bridge the gap between generations and increase workplace effectiveness. Vincent noted how baby boomer's perceptions of technology had changed throughout their careers, from using typewriters in college and the workplace to the near-ubiquity of technological devices in the contemporary work environment. Compared with her younger colleagues, many baby boomers feel like a dinosaur when confronting technology and multi-tasking, but of note, Generation X and millennial coworkers appreciate the grammar skills of older generations. Therefore, Vincent suggested, working together and using the strengths of each generation could increase workplace harmony.

Quazi and Talukder (2011) found that regardless of age, employees' attitudes toward technology helped encourage the use and implementation of technology in the workplace. Quazi and Talukder studied Australian workers to determine what effect, if any, demographics had on the adoption of technology, and found that the higher the employees' attitude and favorability toward technology, the more willing they were to adopt the technology. In addition, Quazi and Talukder found that training was the strongest predictor of both perception and usage of technology. Because Quazi and Talukder established that training can offset generational attitudes toward technology, their findings have important implications for a study of turnover within the retail banking industry. Providing workers with the necessary skills to navigate the technological landscape of the 21st century can reduce turnover and increase intergenerational harmony among workers.

Tulgan (2013) argued that millennials and Generation Z (the generation following millennials) expect much from their supervisors and the organizations that employ them. The two youngest generations in the workplace not only want to generate results extremely quickly, but they also expect the best technologies available. Millennials and Generation Z employees might also challenge organizations' mission and value statements (Tulgan, 2013). Managers need to understand how younger employees use technology to perform tasks quickly to reduce intergenerational conflict. Because different generations use and perceive technology differently, younger employees' enthusiasm for and reliance on technology to perform tasks quickly may lead to more stress, less job satisfaction, and increased burnout for older employees.

Gibson, Zerbe, and Franken (1993) suggested that technology is a fundamental component to ensuring that the knowledge held by older employees, once they leave the workplace, is not lost. Because technology can replace many skills, corporations need to begin succession planning so that they do not face negative consequences later. Gibson et al. sent 2,200 questionnaires to hiring managers and owners throughout Calgary and received 811 responses. Their questionnaire examined multiple factors, including education (and the lack thereof), training and abilities, negative dispositional attributes, employment costs, training investment return, health, adaptability to corporate culture, difficulties managing a heterogeneously aged workforce, bias, and job search skills. They found that hiring managers perceived that older employees needed more skills related to effective job searching and that several of the beliefs or perceptions about older workers were not true. As Gibson et al.'s study illustrate, while real differences do exist among the generations that constitute the modern workplace, many stereotypes – especially those of older employees – are inaccurate. Therefore, managers must acknowledge real differences among the generations while also avoiding negative stereotypes as they implement technology-training programs that can enhance intergenerational collaboration and workplace harmony.

Although many of the above-referenced researchers argued that employers find ways to benefit from an intergenerational workforce, Swan (2012) argued that employers have yet to leverage effectively their multigenerational employees' knowledge. Deyoe and Fox (2012) reached similar conclusions by examining studies on the multigenerational workplace to determine which suggested tactics, if any, were

successful in mitigating intergenerational conflict and fostering intergenerational

understanding. After interviewing human resource personnel and business owners, Deyoe

and Fox found that no techniques suggested by researchers had proven to be effective at

aligning the different generations in the workplaces.

Collectively, the individual studies examined in this review of literature all have

significant implications for a study of turnover and burnout in the retail banking industry.

By studying and understanding the relationships among job satisfaction, burnout, time on

the job, and generational affiliation, retail banking managers can help reduce turnover,

improve productivity, and increase revenues. The literature review revealed that turnover

is an obstacle for many organizations.

Transition

In this section, I addressed the problem of retaining frontline service workers in

the retail banking industry as a way to avoid the cost of training and regulatory fees

associated with mistakes made by untrained employees. I used a quantitative research

method with a nonexperimental design to determine what if any, relationships exist

between the independent variables of time on the job, the level of job satisfaction, and

generational affiliation and the dependent variable of employee turnover intention. This

section also included the research questions; hypotheses; theoretical framework;

operational definitions; assumptions, limitations, and delimitations; and implications for

social change. Also included in the section were the findings from the literature review to

provide a solid foundation for research on this topic. The next section will include

information on the selection and rationale of the research method, research design, and

data collection. The final section will include the findings of the study.

Section 2: The Project

The purpose of this study was to determine if the level of retail banking turnover intention varies as a function of a specific set of variables. I used a nonexperimental quantitative research design to determine whether the variables of job satisfaction, burnout, time on the job, and generational affiliation affect employee turnover intention. Multiple linear regression analysis was the primary means of testing the study hypotheses. A sample of 100 retail banking employees received and completed the survey questionnaires. The sample consisted of individuals randomly selected from the population of retail banking employees within the United States. The data I collected were analyzed using Microsoft Excel software IBM SPSS statistics software. This section will include implications of the findings and the reliability and validity of the study.

Purpose Statement

The purpose of this non-experimental quantitative correlational study was to establish whether generational identification, job burnout, job satisfaction, and the time on job affect turnover intention within the retail banking industry in the United States. The study predictor variables were (a) generational identity as measured by year of birth and grouped into baby boomer, Gen X, and millennials; (b) burnout as measured by the Maslach burnout inventory—general survey (MBI-GS) scale; (c) job satisfaction as measured by Babin and Boles's (1998) six-item scale; and (d) time on the job as measured in years. The dependent variable was turnover intention as measured by Boshoff and Allen's (2000) three-point scale. The population for this study was financial service employees within the United States. Study results may guide banking industry

leaders on how to better retain trained millennial generation workers, which could not only improve regulatory compliance and institutional knowledge, but might also prevent costly errors and regulatory fines. As a result, bank customers may receive better service, and all stakeholders of the banking industry will benefit from increased trust and integrity resulting in positive social change (Lu & Gursoy, 2016).

Role of Researcher

As the district manager and vice president of a retail banking group in Wayne County, Michigan, I provide leadership and management directives to employees within the retail banking sector. My daily interactions with and observations of employees provide me with firsthand knowledge and a personal understanding of retail banking workers' working conditions and of their workplace environment. This professional experience provided me with the motivation to uncover the causes of employee turnover in the retail banking industry.

In quantitative research, the researcher's role is that of an objective observer who does not interfere with the research study (Terrell, 2012). The focus of the quantitative strategy of inquiry is not on the subjective interpretations of the researcher, but rather on the objective data gathered by the survey instrument, the survey questions, and additional measurement tools (Gilstrap, 2013). Therefore, this study's findings depended on a sound survey instrument. My role as the researcher in this quantitative study was to create a sound instrument that would collect meaningful and relevant data.

According to the Belmont Report, researchers have three important ethical responsibilities: respect for persons, beneficence, and justice (DHEW, 1978). In this

study, I ensured respect for persons by providing an informed consent form that notified

participants about the nature of the study. This form outlined what participants would be

asked to complete, informed them of any risks associated with the study, described the

benefits of the study, and reminded them that they could withdraw without consequence

at any time. The form provided my e-mail address so that the participant could request

further clarification or ask questions. Additionally, the participant must have agreed to

the consent form before they were able to proceed to the survey questions.

The second factor of the Belmont guidelines is beneficence, which stipulates that

the benefits the study may yield must outweigh the risk of harm to participants (DHEW,

1978). A risk-benefit analysis for this study determined that there was no risk of physical

harm. The only perceived risk was psychological harm, if the questions on the survey

made the participants consider difficult experiences from their past. However, the

questions on the survey for this study did not ask for specific scenario descriptions and

had multiple answers for participants to select lessening the likelihood they felt any sense

of psychological harm. The third factor of the Belmont guidelines is justice. I only used

participants who were actively working in the retail banking industry in the United States.

There were no payment or monetary incentives provided to participants; thus, complying

with the justice principle.

Participants

I worked with a reliable hosting site known as Survey Monkey

(surveymonkey.com) to select the required participants to participate in the online

questionnaire. Survey Monkey communicated details about the research to potential

participants. Survey Monkey selected a random sample of currently employed retail

banking employees who were 18 years of age or older to participate in the survey and

then collected data based on these employees' responses. Participation in the survey was

voluntary and offered without any force or fear of retaliation. During the process of

completing the survey instrument, participants had the option to exit at any time. If a

participant withdrew without completing the survey, their survey responses were not

included in the results. Participants did not receive any incentives or rewards for being a

part of the research or completing the survey.

To calculate the sample size needed for a regression analysis of the project, I used

G*Power 3.1. Faul, Erdfelder, Buchner, and Lang (2009) document that a significance

level of 0.05, a power of 0.80, and a medium effect size of 0.15 for a fixed-model R-

square deviation from zero. The study yielded a sample size of 85 to satisfy the

requirements of the statistical model. A random sampling technique was used to select a

sample of about 100 participants from different geographical areas in the United States. A

sample of about 100 was more than enough to satisfy the parameters outlined by the

G*Power analysis (Faul et al., 2009).

Establishing a working relationship with participants is important, and finding

ways to make participants feel more comfortable and engaged in the research process is

equally important to the relationship (Munoz-Ieiva, Sanchez-Fernandez, Montoro-Rios,

& Ibanez-Zapata, 2010). According to the theory of social exchange, the more

personalized an invitation is to complete an online survey, the more likely that people

will participate (Munoz-Ieiva et al., 2010). Because weekly follow-up reminders for an

online survey improve the response rate significantly (Munoz-Ieiva et al., 2010), survey

participants in this study received weekly reminders to complete the survey. Additionally,

I informed participants that their responses would be anonymous and informed them

about the purpose of the study and its potential benefits to the retail banking industry

community. I also provided assurance that the participants' names and all data collected

from them will be protected with a password and will be kept in a safe place to ensure

their privacy and confidentiality. Furthermore, participants were assured that data will be

destroyed after five years according to the policy of the Walden University Institutional

Review Board. I also provided my assurance of the ethical and rights protection of the

participants in the letter of introduction supplied to every participant.

Research Method and Design

Predicting the exact cost of employee turnover is difficult, if not impossible,

because much of employees' value factors into the cost of doing business and in the

extensive intellectual knowledge and skills that employees contribute to the company

(Matin, Nader, & Anvari, 2012). Additionally, because researchers have yet to provide a

thorough study of the effects and costs of employee turnover in the retail banking

industry, the actual value of employee turnover is difficult to predict. The design of this

study centered on the hypothesis that the four identified contributing factors of job

satisfaction, burnout, time on the job, and generational affiliation may significantly affect

employee turnover intention. I used multiple linear regression analysis to identify if the

data gathered from the participants supported the research hypotheses. As Ritchey (2008)

noted, the use of multiple linear regression is appropriate when multiple independent

variables and a single dependent variable are studied. To this end, I examined the

determination of identified independent variables having a significant effect on the

dependent variable of employee turnover intention (Terrell, 2012).

Research Method

I used a quantitative research methodology to examine the contributing factors

related to turnover intention among retail banking employees. Quantitative researchers

collect numeric data to answer research questions (Allwood, 2012). In this study, the

numeric data collected concerned the relationship between retail bank employees' traits

and their intention to leave the retail banking industry. To obtain answers to the research

questions, I used a preexisting measure to ensure that participants with different views fit

into a variety of predetermined response categories for easier data analysis (Kanis &

Green, 2000). Because quantitative research seeks to measure the reactions of a sample of

participants on a set of survey questions that can be statistically analyzed and interpreted

from a quantitative perspective (Allwood, 2012), a quantitative research method was the

appropriate research method for this study.

As Cook and Cook (2008) noted, qualitative methods are not practical for

analyzing a large sample of responses, and therefore, a qualitative method typically

consists of a small number of participants who verbally express their views in exacting

detail. In contrast, quantitative research tends to use large numbers of participants who

provide input by responding to questions using numerical ratings (Cook & Cook, 2008).

Because the purpose of this study was to determine how the independent variables of job

satisfaction, time on the job, burnout, and generational affiliation affected the dependent

variable of employee turnover intention in a large sample of people, I chose a quantitative

approach to help determine the relationships among variables to create a statistical model

to explain the observations within the data (Cook & Cook, 2008). Unlike qualitative

methods, quantitative methods enable a researcher to get data in the form of numerical

and statistical information that aligns with measuring the variables in question (Cook &

Cook, 2008). Qualitative research methods use themes and coding from interviews,

pictures, objects, observations, and other objects, which would not have created the

statistical numerical data called for in the design of this study (Allwood, 2012). For these

reasons, I chose a quantitative research method instead of a qualitative research method

for this research study.

Research Design

Cook and Cook (2008) used the term *research design* as a way of answering

different questions. Researchers can use a correlational research design to examine

relationships among two or more variables. A correlational research design is

nonexperimental because it does not involve a random assignment of participants to a

group or the introduction or manipulation or intervention by a researcher (Cook & Cook,

2008). Therefore, this quantitative study aligns with the tenets of a correlational research

design. Furthermore, relationships that exist among variables will be identified, their

direction described (whether positive or negative), and their strength without introducing

an intervention that may change an outcome variable (Cook & Cook, 2008).

Researchers typically use a quantitative experimental research design to

determine if a factor causes an outcome (Kanis & Green, 2000). This type of research

often requires test groups of participants where one group gets a treatment while the other group does not. Researchers who use an experimental design examine the difference in the results and outcomes between the two groups (Cook & Cook, 2008). This study did not use a test group to determine an outcome in this study, rather the design aimed to identify relationships that several independent variables had on the dependent variable of employee turnover intention in the retail banking industry. Therefore, a nonexperimental research design was the most appropriate choice for this study (Allwood, 2012).

Quantitative research uses four major nonexperimental research designs: descriptive; both comparative and correlational relationships; causal-comparative; and survey (Allwood, 2012; Ritchey, 2008). A correlational design is one of the most widely used of the four designs when looking for relationships among variables (Allwood, 2012; Ritchey, 2008). Because there is only one dependent variable (Y) and four independent variables (Xs) in this study, I used multiple linear regressions to show whether the linear functions of Xs affect the score of Y (Ritchey, 2008; Terrell, 2012). Because analysis demonstrated what relationships, if any, existed between the dependent variable (employee turnover) and the four independent variables (job satisfaction, burnout, time on the job, and generational affiliation), a multiple linear regression analysis was the most efficient research method for this study. The results of this study will help bank industry leaders better handle and prevent the costly problem of employee turnover.

Population and Sampling

According to the Federal Deposit Insurance Corporation (FDIC; 2015), 6,799 FDIC-insured banks currently provide financial services to customers in the United

States. Each of these banks employs financial services representatives, who account for

2,080,000 employees in this sector (FDIC, 2015). While an exact demographic

breakdown of retail banking workers is unavailable, the BLS (2013) estimated that

777,000 of these employees are millennials, 938,000 are from Generation X, and 372,000

are baby boomers or older. The median age of a bank employee is 41.1 (BLS, 2015). In

2014, 296,690 bank employees worked as financial services sales agents, and 507,380

bank employees worked as tellers; combined, these 804,070 individuals constitute 38.6 %

of the retail banking industry (BLS, 2015). Because their job requires them to interact

with the public and to maintain a friendly, professional demeanor at all times, even in

high-stress situations, these employees are the most likely to suffer from burnout as a

function of various work-related stressors (Hellemans & Closon, 2013; Lu & Gursoy,

2016). Burnout and workplace stress may impel some retail bank employees to leave

their jobs. In this study, I focused on only retail banking employees who service retail

banking customers and their banking needs.

As previously noted, the sample size necessary to detect statistically significant

effects was calculated using the sample size calculator known as G*Power 3.1 using a

process similar to the one used by Faul et al. (2009). The results of the G*Power

calculation suggested that the sample size needed to detect significant results within the

sample should be approximately 85. As such, a random sample of about 100 was more

than enough to satisfy the parameters outlined by the G*Power analysis (Faul et al.,

2009). Survey Monkey selected a random sample from the parent population of interest

(i.e., currently employed retail banking employees who are 18 years of age of older) to

participate in the survey and then collected data based on these employees' responses. To ensure participation of retail banking employees, cluster sampling was the particular type of sampling strategy used. As Neuman (2011) noted, the selection of participants of a simple random sampling ensures representation of the parent population. The random selection process ensures each participant has the same probability of selection into the sample. Doing so means that the statistical results found within a sample can be generalized back to the sample population.

Ethical Research

With the development of modern technological research methods such as online survey collection, researchers must consider human research ethics and practice responsible conduct in research settings (Chang & Gray, 2013). In addition, doctoral students of Walden University must obtain research approval from the Institutional Review Board (IRB) of their research proposals before collecting or analyzing any data. The Walden University Institutional Review Board approved this study. The IRB reviews research proposals to ensure that they comply with existing laws and that they protect the rights of human subjects (Smale, 2010). To prevent ethical dilemmas from occurring at every stage of the research process, all research, including quantitative, qualitative, and mixed methods research, requires assurances that sound practices are in place (Smale, 2010).

In addition, each participant was presented with the informed consent form at the beginning of the survey and both acknowledged and agreed to the informed consent form by clicking "yes, I consent" at the bottom of the form to access the survey. I informed

participants that the data were anonymous and that no identifying information, including names, would be collected. Participants could withdraw from the study at any time without fear of penalty by simply closing their web browser. Respondents did not receive incentives for participation. There was no use of participants' personal information for any purpose other than this research study. No mention of participants' names or the organization's names they work for were identified in the study reports.

I protected all data collected with a password and kept under lock in a safe place to ensure their privacy at all times. Participants understood that all IRB regulations dictate that data be destroyed after five years, as outlined in the Letter of Introduction (see Appendix A). The collected raw data were stored in a locked safe for the required five years to protect the participants' rights. The electronic data files were stored on an external hard drive after they were taken and deleted from the Survey Monkey server. Both the analyzed and raw data had no trace of participants' identity to ensure that participants/respondents have anonymity (Smale, 2010).

Instrumentation

For the dependent variable of turnover intention, I selected Boshoff and Allen's (2000) three-item scale. Each statement in the Boshoff and Allen instrument uses a five-point Likert-type scale in which 0 = I often think about resigning, 1 = strongly agree, 2 = agree, 3 = neither agree nor disagree, 4 = disagree, and 5 = strongly disagree (Boshoff & Allen, 2000). Not only is the Boshoff and Allen survey easy for participants to complete, but it also takes little time. This instrument includes three statements that will assess and measure retail banking employees' feelings about their intention to leave.

The Boshoff and Allen scale is a reliable instrument, as evidenced by Park and Gursoy's (2012) study involving turnover intention and job satisfaction. In their study, the Cronbach's alpha coefficient for the variable of turnover intention was .76. Uludag, Khan, and Guden (2011) also found a high level of internal consistency with this scale: a Cronbach's alpha score of 0.88 for the turnover intention scale. Researchers have also used this to measure turnover intention. Boshoff and Allen (2000) used correlation coefficients when demonstrating how the variable of work engagement is negatively associated with turnover intention; correlations between the two scales were equal to or higher than 0.90. Later work by Park and Gursoy also proved the validity of the Boshoff and Allen scale based on expected results of their studies (2012).

Generational identity explains that a group of individuals who have lived during a time frame of similar years (Tung & Comeau, 2014). To measure the independent variable of generational identity, participants provided their age. Data that were collected also assigned participants to one of the following generational identity groupings: baby boomers (born between 1943 and 1960), Generation X (born between 1961 and 1980), and Generation Y/millennials (born between 1981 and 2000).

For the independent variable of burnout, permission was obtained to use the MBI-GS instrument for this study to measure the independent variable job burnout (Schutte, Toppinen, Kalimo, & Schaufeli, 2000; see Appendix B). According to the instrument's creators, the MBI-GS measures three factors that can be present in people who work in customer service: emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach & Jackson, 1986). Although the MBI-GS instrument includes

22 statements that a person may feel (Maslach & Jackson, 1986), only seven of the statements of feeling to help assess and measure burnout factors among retail banking employees was used in this study.

I used the MBI-GS instrument to assess the respondents on their work-related feelings toward each statement. Each statement used a seven-point Likert-type scale from 0 = never, 1 = a few times per year, 2 = once a month, 3 = a few times per month, 4 = once a week, 5 = a few times per week, and 6 = every day (Maslach & Jackson, 1986). The MBI-GS survey is easy to complete and can be completed quickly. The seven-point Likert-type scale also makes for a standardized approach, giving certainty to the meanings assumed by the respondents (Maslach & Jackson, 1986).

The MBI-GS scale is a reliable instrument, as evidenced in Li, Guan, Chang, and Zhang (2014). In their work, the Cronbach's alpha coefficients for the three dimensions of the MBI-GS scale are 0.896, 0.747, and 0.825. Earlier work by Zalaquett and Wood (1997) calculated Cronbach's coefficient alpha values of .90 for emotional exhaustion, .79 for depersonalization, and .71 for personal accomplishment.

The MBI-GS scale is a valid instrument and one of the most accepted scales of measuring burnout. In fact, Shutte (2000) called the scale the gold standard for measuring burnout. The scale has proven valid via correlations with behavioral ratings made by an independent person who knew the participant well, such as a family member or close friend. MBI scores are also valid via correlations with typical job characteristics that contribute toward burnout and other factors that presumably lead to job burnout. Zalaquett and Wood (1997) discovered that when observing people, they aligned with the

self-assessments of individuals who rated themselves with high levels of burnout. Li, Guan, Chang, and Zhang (2014) also proved the scale's validity in their study determining the association between core self-evaluation and the burnout syndrome among Chinese nurses.

In another research study, Schutte (2000) examined the factorial validity of the MBI-GS burnout inventory across occupational groups and nations and found that factorial validity across nations and occupational groups existed, using the MBI-GS scale for measuring burnout. Maslach and Jackson (1986) established the validity of the MBI-GS by correlating an employee's MBI-GS scores with the behavioral rating of the employee's colleagues and even from their spouse. Maslach and Jackson were also able to link MBI-GS scores with the measures of outcomes that resulted from poor job satisfaction and the experience of job burnout. These obtained sets of coefficients provided evidence for the MBI-GS scale's validity as an instrument.

The measuring instrument selected for this study is Babin and Boles's (1998) six-item scale to measure the independent variable of job satisfaction. This scale is easy and can be completed quickly because there are only nine questions. The instrument aligns well with the framework for assessing retail banking employees' feelings toward job satisfaction in the retail banking sector. The Babin and Boles scale uses a five-point Likert-type scale of 15 with 1 = strongly agree, 2 = agree, 3 = neither agree nor disagree, 4 = does not agree, and 5 = strongly disagrees. In their study of job satisfaction, Sadozai, Zaman, Marri, and Ramay (2012) demonstrated the reliability of this scale with a Cronbach alpha score of .53. Bute's (2011) study on the effects of nepotism and

favoritism on employees' behaviors and human resources practices in bank settings also found a Cronbach alpha coefficient of 0.53, thus proving the reliability of the scale for measuring turnover intention. All correlations used in Bute's study were significant at 0.01 levels, and the highest correlation was between human resources practices and job satisfaction ($r = 0.69$), thereby proving the validity of Babin and Boles's scale.

The independent variable of employee tenure uses the question *what is the length of time with the current bank,* and was coded in years. The independent variable of employee tenure is also referred to as time on job. The independent variable of generation affiliation uses a single question to determine a respondent's age.

Data Collection Technique

Surveys are an appropriate way to collect data for research questions designed to gather information regarding self-reported beliefs or behaviors. An additional advantage to using a survey in research is when researchers ask about many variables at one time and test hypotheses in one survey (Neuman, 2011). The online web-based questionnaires participants completed consisted of four sections. The first section measured job burnout factors as defined by the MBI-GS scale (Maslach & Jackson, 1986). The second section measured the dependent variable of turnover intention as defined by the Boshoff and Allen scale (Boshoff & Allen, 2000). The third section measured the independent variable of job satisfaction as measured by the Babin and Boles scale (Babin & Boles, 1998). The fourth and final section of the survey gathered demographic data about the participants, including information about the length of tenure on the job, the age of respondent, and gender of the participant.

Distributing the survey was simple because Survey Monkey provided a URL link to participants granting them access to the survey using their preferred Internet browser. Survey Monkey administered the survey, which included both the informed consent form and the survey instrument. Survey Monkey located a random sample of participants and sent them the invitation to participate after meeting the criteria of being a current and active retail banking employee within the United States. Invited participants who chose to participate logged on via a provided web link from Survey Monkey. Participants received a brief overview of the purpose of the research and its potential for positive social change. Before proceeding to the survey questionnaire, respondents received an informed consent form that required them to check the acceptance box if they want to proceed by participating. If they clicked yes, participants proceeded to the survey. Participants who agreed and continued to the survey answered 22 questions. Once the surveys were complete, the data collected from Survey Monkey's website were downloaded, exported into an Excel spreadsheet, and imported into SPSS software for statistical analysis. The next subsection includes information about the specific statistical analysis conducted.

Data Analysis

As noted previously, the following research question guides this study: What is the relationship between generational identity, job burnout, job satisfaction, time on the job, and turnover intention? The research hypotheses are as follows:

$H1_o$: There is no statistically significant relationship between generational identity, job burnout, job satisfaction, time on the job, and turnover intention.

$H1_a$: There is a statistically significant relationship between generational identity, job burnout, job satisfaction, time on the job, and turnover intention.

I created Section 4 of the survey; other researchers created Sections 1, 2, and 3. The purpose of creating the survey was to find what relationships, if any, exist between the four independent variables and the dependent variable of employee turnover intention. The independent variables used in this study reflect the predictive behaviors based on the theory of generations, which is the theoretical framework for this study. The survey questionnaire consists of questions regarding burnout and job satisfaction factors related to employee turnover. An Excel spreadsheet was used to record data collection for data analysis and SPSS for deriving descriptive statistics for details on the basic patterns within the data. Means and standard deviations examined evidence for continuous data, and percentages and frequencies were computed for categorical data by procedures outlined by Neuman (2011) and Ritchey (2008). Using SPSS, I conducted a multiple linear regression to examine the effects the four independent variables have on the dependent variable of employee turnover intention. All raw data from this study will be locked in a safe for five years. As both Allison (1999) and Ritchey noted, multiple linear regression is the correct method to use when the data have a single dependent variable that is continuous in nature, and multiple independent variables that are either measured as continuous or categorical variables. These conditions were satisfied in the current scenario.

The data analysis process in this study included two steps: descriptive analysis and hypothesis testing. Therefore, it was unnecessary to assign a value to incomplete or

missing data due to being deleted during data entry. Thus, a missing value analysis was not necessary to determine if a likewise or pairwise deletion would be needed (Allison, 1999). The analysis excluded incomplete surveys. If a participant missed a question in any part of the survey, that participant's survey was not included. Descriptive analysis will allow for observation of the data distribution for the independent and dependent variables. The descriptive analysis contained descriptive statistics (means, standard deviations, and ranges). The results of the descriptive statistics are displayed in a table in the findings to determine if any outliers exist.

Computation of Cronbach's alpha tests the internal consistency of the scales. Descriptive statistics are used to summarize the data, and G*Power is used to compare the sample to assess if a representative sample satisfied the parameters outlined by the G*Power analysis (Faul et al., 2009). I used descriptive statistics to assess the mean and standard deviation for burnout, job satisfaction, generational affiliation, time on the job, and how these variables relate to turnover intention. Pearson's r examined the correlations between variables. I examined the research question for descriptive purposes, using a path analysis to describe the directed dependencies of burnout, job satisfaction, and time on the job.

For the regression analysis, four statistical assumptions should be tested (Osbourne & Waters, 2002). The first statistical assumption, normally distributed errors, states that variables that are nonnormally distributed can misconstrue relationships and significance tests. The second statistical assumption is the assumption of a linear relationship that occurs between the independent and dependent variables. In other

words, it should not be assumed that standard multiple regression only accurately estimates the relationships between the independent and dependent variables if they are linear (Osbourne & Waters, 2002). The third statistical assumption is that variable errors do not exist when measured. In simple regression, effect sizes of other variables can be overestimated. Errors may be introduced when not reliably measuring the covariate as the full effect of the covariate would not be removed (Osbourne & Waters, 2002). A fourth statistical assumption is that of homoscedasticity. The assumption of homoscedasticity is that there should be the same variance for the influence for each level of predictor variables (Osbourne & Waters, 2002). With SPSS software I confirmed that the assumptions of regression are met and to test for independent errors and collinearity observation for multicollinearity. A normal probability plot and histogram were run to test the assumption of normally distributed errors; partial plots were used to test for homoscedasticity.

Study Validity

This study used a quantitative research method to determine the effect that generational identity, job burnout, job satisfaction, and time on the job have on turnover intention in the financial services industry. The goal of the study was to determine if any correlations exist between the independent variables and the dependent variable of turnover intention. Addressing concerns of internal and external validity will help to ensure satisfaction of these goals. I did not select an experimental research design because there is no intention of testing the effects of something on test groups (Terrell, 2012). Rather, the research design chosen for this study was nonexperimental and used to

explore if relationships exist between variables. Internal validity establishes how relationships among variables exist as a function of having a valid research process in place (Riege, 2003). In contrast, external validity helps to establish the application of research findings beyond the original goals (Riege, 2003).

Researchers may employ tactics to reduce the threats to the validity of a research study in both experimental and nonexperimental research. Some ways to increase internal validity include adding visuals in the data analysis to help better explain the data analysis phase and crosschecking results (Riege, 2003). Some ways to increase external validity are to include the definition of the scope and boundaries in the design phase, which should help achieve more analytical versus statistical assumptions (Riege, 2003). Thus, to further the validity of this study, I used SPSS software to create visuals in the form of tabular and graphical results to enhance the understanding of the data analysis. The scope and boundaries of the design could be enlarged in the form of collecting more data from a bigger sample size, but doing so would not be cost effective. One of the advantages to using the MBI-GS scale is that this scale can improve external validity because other researchers can use this instrument and should be able to arrive at similar results. Additionally, the MBI-GS scale has a high rate of validity and reliability (Maslach & Jackson, 1981).

Transition and Summary

In Section 2, I presented the selection and rationale of the research method, research design, and data collection. I used a quantitative research method with a nonexperimental design. Multiple linear regressions determined what, if any,

relationships existed between the dependent variable of employee turnover intention and the four independent variables of job burnout, tenure, job satisfaction, and generational affiliation. This section also included the population (retail banking employees) and sample size for the study.

I logged and organized all of the relevant materials used for this research study in a research spreadsheet. An external flash drive was used to store raw data collected from the survey questionnaires. The safekeeping and proper destruction of these data were outlined in this section. This section also afforded me with an opportunity to provide explicit detail on the validity and reliability of the survey instrument that I used to ensure that the data collected were credible, accurate, and reliable. I exported data gathered from the surveys into an Excel spreadsheet for analysis and then imported them into IBM SPSS software for statistical analysis. This software helped create descriptive statistics, multiple linear regression analysis, and Pearson correlation coefficients. The findings of the study will not only apply to bank leaders and other professionals but could also have implications for social change within the retail banking industry. The results of the analysis applicable to professional practice and implications for social change will be my focus in Section 3.

Section 3: Application to Professional Practice and Implications for Change

Introduction

In Section 3, I will provide an overview of this study; a detailed analysis of the results of the study, which includes the presentation of the findings; the application of the findings in professional practice and social change; a recommendation for action and future research; and my personal reflections. In the study, I used the IBM SPSS statistical software package to conduct the data analysis located in this section.

The purpose of this nonexperimental, quantitative, correlational study was to establish whether generational identification, job burnout, job satisfaction, and time on the job affect turnover intention within the retail banking industry in the United States. The study was my attempt to raise the understanding of the leaders of banks concerning factors that may result in employee attrition. In this study, I used multiple linear regression analyses to test whether years worked at a current job, the age of the respondent, job satisfaction, and burnout affected the dependent variable of turnover intention. Results suggested there was no statistically significant relationship between the independent variables of generational identity and turnover intention ($B = 0.010$, $p = .131$) and time on the job and turnover intention ($B = 0.007$, $p = .295$); however, statistically significant relationships did exist between burnout and turnover intention ($B = 0.297$, $p < .001$) as well as between job satisfaction and turnover intention ($B = 0.683$, $p < .001$). These findings suggest that the more satisfied and less burned out at work employees are, the more likely they will not leave their job. Past research has found that

burnout, time on the job, generational identity, and job satisfaction can predict employee turnover (Lu & Gursoy, 2016).

Presentation of Findings

The aim of this hypothesis testing was to examine whether the four independent variables of generational identity, job burnout, job satisfaction, time on the job had a significant relationship with the dependent variable of turnover intention. The research question was as follows: What is the relationship between generational identity, job burnout, job satisfaction, time on the job, and turnover intention? Derived from this research question were the following null and alternative hypotheses:

$H1_o$: There is no statistically significant relationship between generational identity, job burnout, job satisfaction, time on the job, and turnover intention.

$H1_a$: There is a statistically significant relationship between generational identity, job burnout, job satisfaction, time on the job, and turnover intention.

I worked with a reliable hosting site known as Survey Monkey (surveymonkey.com) to select potential respondents to participate in the online questionnaire. Survey Monkey communicated details about the research to potential participants. Survey Monkey selected a random sample of currently employed retail banking employees who were 18 years of age of older to participate in the survey and then collected data based on these employees' responses. Prior to all statistical analyses, I took the following steps to prepare the data. First, the original dataset had 165 respondents. However, only 100 individuals within the dataset gave their consent to participate and then completed all of the questions in the survey. As such, the dataset was

restricted to these individuals. The deletion of the aforementioned cases resulted in a 60.6% attrition of cases from the dataset from the base size of 165 to the final size of 100. The final dataset comprised 71 female and 39 male respondents.

Means were substituted for missing data for the two missing cases on Question 21 (years worked at current job). Given the continuous nature of this variable, mean substitution was appropriate (Allison, 2002); furthermore, mean substitution allowed the use of these two cases that I would have otherwise deleted from the dataset. Three items in the Intention to Leave scale were then reverse coded to optimize Cronbach alpha reliability scores. The Intention to Leave scale was computed by adding together all scale items and then dividing by the total number of items present in the scale. This procedure allowed me to preserve the original scale measurement metric within the composite scale. I used a similar procedure for the Job Satisfaction scale and the MBI scale. All of the variables used in this study were constructed to guarantee linearity among variables, and the variance inflation factors in the regression were all under a value of 5, which is well below the threshold of 10 that would indicate a problem (Ritchey, 2008).

The calculations for means and standard deviation for all variables are presented in Table 1. Ritchey (2008) noted that means and standard deviations are the appropriate descriptive statistics to report for continuous variables. The average years worked among respondents was 13 years and three months. The average age of respondents in the current dataset was approximately 54 years. The midpoint of the Intention to Leave scale was 3.0. The mean score was below the midpoint. The mean of 2.21 for the Intention to Leave scale suggests that the average respondent gave a response of "disagree" with

respect to their intention to leave. The midpoint of the Job Satisfaction scale was 3.0, and the mean score was below the midpoint. The mean of 2.20 for the Job Satisfaction scale suggests that the average respondent gave a response of "disagree" with respect to their job satisfaction. The midpoint of the MBI scale was 4.0. The mean score was also under the midpoint. The mean of 2.96 for the MBI suggests that the average respondent felt that their level of burnout was slightly below a response of "once a month," which was coded as 3.0.

Table 1

Descriptive Statistics of the Study Variables

Variable	*M*	*SD*	Min.	Max.
Years worked at current job	13.24	11.37	0	46
Age of respondent	53.97	11.49	20	78
Intention to Leave scale	2.21	0.91	1	5
Job Satisfaction scale	2.20	0.89	1	5
MBI scale	2.96	1.49	1	7

Note: N = 100.

I evaluated the internal consistency values using the Cronbach alpha statistic. Tavakol and Dennick (2011) noted that the alpha statistic was developed by Lee Cronbach to provide a measure of the internal consistency of a scale as a function of its reliability. The measure of alpha ranges between a value of 0 and 1, with higher scores generally indicating better reliability; scores of .70 or higher suggest that a scale has an acceptable level of reliability (Cronbach, 1970). The Job Satisfaction scale (α = .844) and

the MBI scale (α = .928) both have a very good level of reliability. The Intention to Leave scale (α = .922) has an outstanding level reliability.

Table 2 presents the results of the multiple linear regression of the dependent variable of intention to leave onto the independent variables. The Omnibus F-Test is statistically significant at an alpha level of 0.05 (F = 47.540, df = 4, 95; $p < .001$). As such, decomposition of effects within the regression model can proceed. The coefficient of determination, also known as the R^2 value, is 0.667. This means that 66.7% of the variation in the dependent variable of intention to leave is due to the independent variables of years worked at current job, age of respondent, and job satisfaction as indicated by the Job Satisfaction scale, and burnout as indicated by the MBI scale.

Table 2

Multiple Linear Regression of Dependent Variables onto the Independent Variables

Variable	B	SE(B)	Beta	p
Constant	-.738	.428		.088
Years worked at current job	.007	.006	.066	.295
Age of respondent	.010	.006	.096	.131
Job Satisfaction scale	.683	.118	.524	.000
Maslach Burnout Inventory scale	.297	.070	.379	.000
N	100			
F	47.540			0.000
R^2	0.667			

Among the four independent predictor variables, job satisfaction and burnout emerged as statistically significant predictors of the dependent variable of intention to leave.

The positive unstandardized coefficient of the MBI scale ($B = 0.297$, $p < .001$) shows that as burnout increases, intent to leave also increases, even when controlling for age, years at job, and job satisfaction at an alpha level of 0.05. The positive unstandardized coefficient of the Job Satisfaction scale ($B = 0.683$, $p < .001$) shows that as job dissatisfaction increases, intent to leave also increases, even when controlling for age, years at job, and job burnout at an alpha level of 0.05.

Research Question Outcome

In this study, I focused on the relationship between generational identity, job burnout, job satisfaction, time on job, and turnover intention. Results of the study indicated that among the four independent predictor variables, job satisfaction and burnout emerged as statistically significant predictors of the dependent variable of intention to leave. However, these findings did not support the elements of the alternative hypothesis, which claimed that years worked at current job and age of respondent would also have a significant effect on turnover intention among retail banking employees. Therefore, I could not completely reject the null hypothesis, as empirical support for the alternative hypothesis was somewhat limited.

Discussion

Based on the results of multiple regression analysis (see Table 2), the null hypothesis could not be fully rejected concerning a relationship between job burnout, job satisfaction, generational affiliation, time on job, and turnover intention. Thus, generally

speaking, the results of the study were consistent with the existing literature to support two of the four factors having a significant positive relationship with turnover intention. As a result of the research findings, it can be concluded that job burnout and job satisfaction were important factors causing or limiting employee turnover, a finding that aligns with previous work (Lu & Gursoy, 2016; Matin et al., 2012; Mujaba, 2011). Employees are among a company's most valuable assets, so employers need to understand burnout and its causes. According to Lu and Gursoy (2013), because employees in customer service-based industries are subjected to customer demands, they are at a high risk for job burnout. Lu and Gursoy noted that burnout is costly for organizations on two fronts: It leads to higher turnover rates and it decreases worker productivity. Lu and Gursoy also noted that burnout is one of the best predictors of job satisfaction and turnover intention, which is consistent with the findings of the current study. Matin et al. (2012) reached a similar conclusion, noting that employees who are experiencing job burnout are not only less committed to their employer, but are also more dissatisfied with their job.

Manheim's (1923) theory of generations was the theoretical framework guiding this study. Under this theory, a person's generational affiliation influences their decision to leave or continue employment (Mannheim, 1952). The results of this study did not reveal significant relationships between generational affiliation and intention to leave. Interestingly, Beutell (2013) questioned whether job satisfaction related to the age of the employees. The results from the Beutell study suggested that work-family conflict synergy had an effect on job satisfaction, irrespective of age.

The results of the current study did not align with the results of a study conducted by Kaifi et al. (2012) who found that generational affiliation did have an effect on employee job satisfaction and commitment level. Therefore, it is important for increased understanding of the relationship between turnover intention and generational affiliation. Several researchers examined generational workplace issues, and examining these studies has helped shed light on the importance of including generational affiliation as part of a project on employee turnover in the retail banking industry. For instance, Martin and Gentry (2011) examined the ineffectiveness of managers to determine whether there is a correlation between age and managerial ineffectiveness. Martin and Gentry used the term *derailment* to describe the behavior of managers who had problems with interpersonal relationships, difficulty leading a team, difficulty changing or adapting, failure to meet business objectives, and too-narrow functional orientation. Their study included baby boomers, Generation Xers, and millennials. Martin and Gentry found that older managers seemed to have slightly higher numbers of derailment signs, which suggests that there may be more in common among baby boomers, Generation Xers, and millennials in the workplace than previously expected. Nevertheless, their findings are significant, because they established an additional rationale for examining age-related turnover and job satisfaction when signs of derailment were present.

Martin and Gentry's findings well-align with Gellert and Schalk (2012), who conducted research to determine whether age affects workplace attitudes using multiple regression analysis of data gathered from surveys administered to 156 elderly residents in German residential homes. Gellert and Schalk found that age does affect work-related

attitudes. Tung and Comeau (2014) explained this phenomenon with generational theory, which posits that people born during roughly the same time period share values, largely because of national, global, historical, and economic events that occurred in their lifetimes, even if individuals have radically different perceptions and experiences of these events and live their lives based on these experiences. This finding is important to note, because these differences can also be found in the workplace (Tung & Comeau, 2014). For instance, Snow (2011) examined whether baby boomer and millennial employees handled or answered a question the same way. Snow found that both groups included motivation by different things and that by understanding these differences, organizations may ultimately be able to get members of both generations to reach the same result, even if they arrive at that result based on different processes. Snow further recommended that organizations take into account generational-specific thought processes to increase efficiency. Thus, this inverse relationship between generational affiliation, job satisfaction, burnout, and turnover intention found in prior studies would appear to be valid for retail banking employees, even though the current study found no relationship between age of employee and turnover intention.

Applications to Professional Practice

The general business problem was that turnover increases the risk of costly regulatory compliance mistakes in the retail banking industry. The specific business problem was that management does not understand how time on job, burnout, job satisfaction, and generational identity affect turnover intention within the banking industry. The results of the current study may provide understanding and direction for

bank leadership to leverage the strengths of each age generation (Gessell, 2010) to find ways to limit job burnout and increase employee satisfaction, raise awareness, and implement change may effect employees' turnover intention that otherwise could result in costly regulatory mistakes from losing trained employees (Feldman et al., 2013).

Based on this study, I suggest that less job burnout and poor job satisfaction can be improved by an increased awareness, understanding, and application of the theory of generations as a means to reduce job burnout and job dissatisfaction, and to decrease employee turnover intention of the retail banking employees. For bank leadership to benefit from applying the theory of generations, bank leadership must understand the theory of generations and then apply the theory to reduce the retail banking employees' burnout and job dissatisfaction, which may decrease turnover intention.

Implications for Social Change

From the results of this study, applying the theory of generations might provide retail bank leadership with increased success in retention and improvement with recruitment. To increase retention success and recruitment improvement, bank leadership must create and find ways to increase awareness of the strengths of each age generation and to leverage those strengths. The goal is to see a positive social change result from this study because if bank leadership and industry leaders embrace a better understanding of factors such job satisfaction and burnout in the workplace, they might raise awareness and implement change.

When bank leadership shows an interest in these factors, the employees can feel better understood and may show an increase in productivity and retention. Bank

employees will be more willing to provide exceptional service to their internal and external customers and will be better able to demonstrate proper training and avoid making costly regulatory mistakes. As a result, bank customers will receive better service, and all stakeholders of the banking industry may benefit from increased trust and integrity. This increases the likelihood of positive contributions to economic activity, as well through increased employment, human condition and the overall employment experience for retail banking employees through increased job satisfaction. Use of the theory of generations provides a path for retail banking leadership to improve job satisfaction of the retail banking employees, reduce wasted time, and expense on constantly thinking of doing things that avoid employee turnover (Lu & Gursoy, 2016). As a result, working conditions will be positively impacted from more satisfied and less stressed workers.

Recommendations for Action

The purpose of study was to establish whether generational affiliation, burnout, job satisfaction, and time on job impact turnover intention within the retail banking industry in the United States. The results were consistent with the majority of the studies found in the existing literature on this topic, revealing a significant relationship between turnover intention and job satisfaction, as well as burnout and turnover intention. Time on job and age of respondent did not predict turnover intention. Regardless of the results of this study, the two statistically nonsignificant factors in this study should be examined in future studies concerning research on turnover intention. Thus, retail bank leadership should begin with understanding the theory of generations and how this theory may

impact turnover intention and then examine the two variables used in this study in the creation and implementation of them into their banks.

The findings of this study should not only be beneficial for bank leadership and the financial industry, but to other frontline service industries. After I successfully identify who the correct stakeholders are, getting the results to the relevant audience will be important. This study has two main groups of audiences that include scholars and practitioners. For the audience consisting of scholars, the entire study will be published in the ProQuest dissertation database. My plan is to publish different parts of this study in peer-reviewed articles. As far as practitioners, results of this study will be given to interested industry leaders through bank conferences and interactions with executive leadership from bank leadership that cross my path.

Recommendations for Further Research

I conducted this study in the retail banking industry within the United States to examine the relationship between turnover intention and the four variables: job satisfaction, burnout, generational affiliation, and time on job. Results from this study revealed that turnover intention positively relates to two of the four variables. However, prior studies have revealed that time on job was also related to turnover intention (Hellemans et al., 2013; Lub et al., 2012).

I found that results of this study were in conflict with the findings of the other studies in regards to time on job. One study conducted by Zick et al. (2012) concluded that older workers often were not saving enough money toward retirement and actually delayed retirement. This suggests that older workers planned to work as opposed to

leaving their jobs. Another study conducted by Luo (2012) revealed that the more positive older employees' experiences were with their younger colleagues, the more likely they would want to stay in their jobs. Lub et al. (2012) provided an example of a study that found employees may stay based on time on job. The Lub et al. study found Generation X employees valued job security among other factors. The question may be explained by the age of the employees who have more time and are younger to move to different employers, whereas older employees may value the security of having a consistent employer and saving toward retirement.

Because the focus of this study was on the retail banking industry in the United States, the findings of this study may not be applicable to other retail and or customer service industries. I would suggest that future studies be conducted to examine whether turnover intention may be predicted by job satisfaction, burnout, time on job and generational identity in other customer service front-line industries. Such studies would contribute to the literature by raising awareness of customer service workers and the leadership they report to on the relationship between turnover intention and variables responsible for turnover.

Reflections

While conducting this research, I took extra precautions in the data collection methods to ensure the survey instrument was anonymous, which is why a third party (Survey Monkey) was selected to handle the collection of data. I did not offer any financial incentives or inducements, which could have resulted in biased data. The research methodology for this study relied on the results of the G*power calculation tool

which suggested that the sample size needed to detect significant results within the same should be approximately 85. The completed study consisted of 100 collected completed responses.

In addition to using Cronbach's alpha and by using research instruments that already had their validity and reliability confirmed (e.g., Babin and Boles (1998) six-item scale, Boshoff and Allen's (2000) three-point scale, and MBI-GS instrument), the possibility of personal bias was prevented on the survey questions. For the section of self-designed survey questions, I examined the results of the completed study. Results of the completed study were able to demonstrate the data validity and reliability, lessening the possibility of any personal bias. At no time did I manipulate, influence, or affect the participants, the data, or the manner in which the survey was conducted.

As a vice president of a retail bank within the banking industry in the United States, I started this study with some assumptions that all four factors identified in this study statistically related to the dependent variable when really only two of them were positively related. Thus, the findings of this study revealed the acceptance of two of the four variables, while two of the variables were not accepted. Results of this research study could be used by future researchers, and their investigations relating to the relationship between the four independent variables and turnover intention could include a potential desire to examine other variables that may also affect this relationship.

Summary and Study Conclusions

In this study, I analyzed the relationship between turnover intention and the four identified variables of burnout, generational identity, time on job, and job satisfaction. In

addition, the results of this study could increase the understanding of retail bank leadership on the relationship between turnover intention and the aforementioned four variables. Through this study, I examined the relationship of these variables using the data from surveys collected from Survey Monkey. This study was one of the limited research studies using participants from the retail banking industry to examine the relationship between turnover intention and the four identified variables. The results from this study uncovered the answer one research question: What is the relationship between generational identity, job burnout, job satisfaction, time on job, and turnover intention?

I used multiple linear regression to test two hypotheses and answer this research question. The findings revealed that turnover intention positively related to two of the four variables. This created a lack of consistency between the findings of this study, as compared to the findings of previous studies that examined the relationship between time on job and turnover intention, as well as between age of respondent and turnover intention. This lack of consistency may be isolated to the retail banking industry where job duties are often different from traditional retail occupations requiring specific skill sets that go beyond customer service.

Because of the findings of this study, as well as several previous studies on the relationship between turnover intention and the different variables causing employee attrition, I can support the advantage of using the theory of generations (Mannheim, 1952). Through bank leadership having a more in-depth knowledge of the theory of generations combined with the successful creation and implementation of ways to lower stress to prevent job burnout, job satisfaction may be enhanced, lowering employee

turnover intention (Lu & Gursoy, 2016). Retail banking leaders should consider using the

theory of generations to foster more workplace harmony with lower levels of stress and

lower demands to avoid job burnout while exercising good management. Still, turnover

intention may be affected by other variables than those addressed in this survey or

already addressed in previous studies. Thus, the findings of this research study may

encourage future researchers to investigate additional variables that may predict

employee turnover intention.

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Appendix A: Letter of Introduction

Date: July 1, 2016

To: Potential Participants

Subject: Employee turnover in the retail banking sector

Hello,

My name is Jason Abate, a doctoral candidate at Walden University. I am conducting an online research survey to gather information about employee turnover in the retail banking sector across the United States of America. I am looking for volunteers to participate in an anonymous online survey. The survey will take approximately 10 to 15 minutes to complete. If you are currently employed retail banking workers providing services to retail banking customers, then you are eligible to participate in this survey.

There will be no compensation for your participation and confidentially will be strictly maintained by me, with all data being password protected and secured in a safe place under lock and key to maintain your privacy and confidentiality. I can also assure you that I would destroy the data after five years in accordance with the regulations of the Institutional Review Board.

If you are interested, please follow this link: https://www.surveymonkey.com/Abate. Feel free to forward this letter to any potential eligible participants who you believe would qualify for this investigation.

Thank you in advance for your participation.

Yours truly,

Jason J. Abate

Doctoral Candidate

Walden University

Appendix B: MBI Instrument (Permission to Use)

For use by Jason Abate only. Received from Mind Garden, Inc. on May 31, 2016

www.mindgarden.com

To whom it may concern,

This letter is to grant permission for the above-named person to use the following

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Instrument: Maslach Burnout Inventory, Forms: General Survey, Human Services Survey

& Educators Survey

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Sincerely,

Robert Most Mind Garden, Inc. www.mindgarden.com