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Multigenerational Nurses' Perceptions of their Work Environment

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**SAN JOSE STATE UNIVERSITY
SCHOOL OF NURSING**

**MASTER'S PROGRAM PROJECT OPTION (PLAN B)
PROJECT SIGNATURE FORM**

STUDENT NAME Rukhsana Syed

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TITLE OF PROJECT Multigenerational Nurses'
Perceptions of their Work Environment

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The project and manuscript have been successfully completed and meet the standards of the School of Nursing at San Jose State University. The project demonstrates the application of professional knowledge, clinical expertise, and scholarly thinking. An abstract of the project and two copies of the manuscript are attached.

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Barbara Gorenberg, RN
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5-12-06
DATE

Please submit this form to the Graduate Coordinator. Attach abstract, two copies of the manuscript, and documentation of submission to the journal (i.e., postal receipt).

1 MULTIGENERATIONAL NURSES' PERCEPTIONS OF THEIR WORK
2 ENVIRONMENT

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24 **ABSTRACT**

25 **Objective:** To examine the differences in multi-generational nurses' perceptions
26 regarding their work environment.

27 **Background:** Today's nursing workforce is comprised of individuals of many
28 generations. Individuals of different generations share some values and beliefs, but they
29 also vary in their perceptions regarding their work environments. It is a challenge for
30 managers to create environments in which all staff members feel welcome and
31 appreciated, a situation which ultimately leads to decreased turnover, increased
32 productivity, and a high quality of patient care.

33 **Methods:** Survey packets ($n = 850$) were distributed to all RNs employed at an acute
34 care hospital. To assess RNs' perceptions of their workplace, Moos Work Environment
35 Scale-Form R (1986) was utilized. A one-way ANOVA was calculated for all 10
36 subscales to compare the perceptions of the work environments cited by the Generation
37 Xers, Baby Boomers, and Veterans. Post Hoc analysis was done to further delineate
38 differences among the three generational groups.

39 **Results:** A statistically significant difference ($F = 5.068, p = 0.007$) was identified for
40 the Work Pressure subscale. LSD post hoc identified that Baby Boomers perceived
41 higher levels of work pressure than the other two generational groups ($p = 0.002$). No
42 statistically significant differences were found for the remaining nine subscales.
43 However, mean scores for all generational groups were above Moos' normed average
44 range, with the exception of Physical Comfort.

45 **Conclusion:** It is very important for an RN manager to develop strategies to reduce work
46 pressure at work for individuals of all generations providing strong support to the nurses
47 and allowing them to have input into the decision-making process.

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68 **Background**

69 Today's nursing workforce is multi-generational; it is not uncommon to see
70 employees from four generations in acute care hospitals (Wieck, 2005). Although these
71 generations share some values and beliefs, they also exhibit several differences. Potential
72 misunderstandings regarding generational values and work beliefs contribute to conflict
73 in the workplace (Wieck, 2005). Therefore, an understanding of the multi-generational
74 workforce's perceptions of their work environment may help nurse managers understand
75 areas of difference as well as provide new directions for recruiting and retaining nurses.

76 According to Buerhaus, Staiger, and Auerbach (2003), by 2020, the available
77 registered nurse (RN) workforce will be 20% below projected requirements. The
78 challenge for nurse managers will be to create a work environment where everyone feels
79 welcomed, appreciated, and respected to maintain a stable workforce. Gaining insight into
80 nurses' perceptions regarding their work environment will assist nurse managers to
81 develop effective interventions to attract new nurses and decrease turnover rates.

82 An organization with a stable workforce reduces direct and indirect costs
83 associated with turnover (Anthony et al., 2005). High staff turnover not only decreases
84 the quality of patient care and overall productivity levels, but it also affects the
85 organization financially. Reviews of nurse turnover expenses conducted by four
86 hospitals determine that replacement costs are approximately 1.2 to 1.3 times the average
87 RN salary (Jones, 2005). During this time of economic instability and rising health care
88 costs, it is imperative for nurse managers to maintain a stable work environment.

89 In today's economic climate, productivity and job performance are extremely
90 important. Studies indicate that nurse-patient satisfaction is related to job satisfaction.

91 According to Saver and Lacey (2003), job satisfaction is inversely related to nurse
92 turnover rates. Whenever job satisfaction decreases, nurse turnover increases. High
93 turnover rates result in a decreased quality of patient care and nurse-patient satisfaction.
94 Therefore, to provide quality patient care and maintain nurse-patient satisfaction, nurse
95 managers must be aware of the key factors that affect the RN work environment.

96 **Multi-generational Age Group**

97 Wieck (2005) states, "the workplace is the home of several generations of nurses"
98 (p. 1). The multi-generational nursing workforce is composed of 4 specific age groups:
99 Veterans, who are 62-83 years old (born between 1922-1943); Baby Boomer, who are
100 45-62 years old (born between 1944-1960); Generation Xers, who are 25-45 years old
101 (born between 1961-1980); and Generation Yers, who are the children of Baby Boomers
102 and 25 years old and under (born between 1981-2000). All four generations have
103 different work ethics, styles, and methods of working in the unit.

104 **Purpose**

105 The purpose of this descriptive study is to examine the differences in multi-
106 generational nurses' perceptions regarding their work environment.

107 **Research Question**

108 Are there statistically significant differences in staff RN perceptions of work
109 environment by generational groups?

110 **Related Literature**

111 Maloney, Bartz, and Allanach (1991) assert that a RN's job satisfaction is directly
112 related to adequate staffing, agreeable working hours, a pleasant work environment,
113 supervisory support, team spirit, and a feeling of accomplishment. Environmental

influences also play an important role in the determination of individual behaviors.

According to Prescott (1989), the lack of a pleasant work environment interferes with nurses' attempts to perform as professionals to their expectations. The disparity between the desired and the perceived work environment contributes to a disengagement and withdrawal from the profession of nursing. Thus, by examining and improving the work environment, an organization's retention rate may be improved.

According to Irvine and Evans (1995), job satisfaction is linked to nurses' commitment to their organization. A nurse's intention to leave or stay with the organization depends on how satisfied he or she is with his or her job. In this study, job satisfaction and commitment were related; nurses who reported higher levels of job satisfaction also reported a greater likelihood of remaining in their current institution.

A study conducted by Davidson, Folcarelli, Crawford, Duprat, and Clifford (1997), indicate that effective communication patterns contributes favorably to nurses' perceptions of professional practice model employed, the social climate, and salary also play an important role in staff retention.

To foster a stable workplace environment, studies suggest that social support from both the nursing supervisor and co-workers is crucial. The relationship between the staff nurses' perceptions of their collegial support and the frequency of job stressors in the hospital work environment were examined by Chapman (1993). Chapman's findings suggest that as staff nurses perceive a decrease in their level of collegial support, they perceive an increase in the frequency of job stressors.

Santos and Cox (2000), explored factors influencing work environment adjustment at a mid-western pediatric hospital. Crucial differences among the inter-

137 generational groups include a difference in work adjustment and inter-generational
138 conflicts. According to Santos and Cox, both real and perceived workplace stress lead to
139 an increase in staff turnover, absenteeism and negative work behavior.

140 **Conceptual Framework**

141 The conceptual framework that was used for this study to assess work
142 environment was developed by Rudolph Moos (1994). He examined the work
143 environment in a variety of settings. The work environment, as defined by Moos (1994),
144 includes all the conditions and settings that can affect employees' work settings. Work
145 environment is affected by both internal and external factors, and the work environment
146 is defined as the social climate of the work setting (Moos, 1994).

147 Moos' (1989) model was developed utilizing system's theory. His model helps
148 managers to assess individual employees' perceptions of their work settings and helps
149 managers to compare actual and preferred work environments. Moos' Work
150 Environment Scale Form-R (WES, 1994) helps managers to learn more about their
151 employees' qualities and a staff's perception of their work environment. The WES
152 assists managers in planning new programs to retain old staff and attract new staff to their
153 unit and monitoring changes in work settings by identifying factors that affect the work
154 environment.

155 Moos has done extensive research on work environments using the WES to
156 measure various areas that can affect the milieu of the workplace. Several studies were
157 conducted in different health organizations that identified nurse dissatisfaction and
158 allowed nurse managers to develop helpful tools to address specific areas of concern
159 (Koran, Moos & Zasslow, 1983).

Koran, Moos, and Zasslow (1983) conducted extensive research using the WES in a burn unit of a general hospital. Nurse burnout in the burn unit is usually high when compared to other units that deal with emotional stress. The WES was administered to identify the work environment issues contributing to the units' stressful work environment. Findings suggests that RN managers' communication increased involvement and lead to a reevaluation of organizational policies.

Methodology

After receiving approval from both the University and Hospital institutional review boards (IRB), survey packets ($n=850$) containing a cover letter with a description of the project, Moos' WES-Form R, a \$3 coupon for the hospital café, and a participant consent form with a return envelope were distributed to all RNs employed at the hospital. Survey packets were distributed by RN managers at staff meetings and via employee mail boxes. The staff RNs were asked to complete the instruments (estimated time was 20 minutes) on their own time and return the two surveys to the researchers in the self-addressed stamped envelope provided in the packet. The response rate was 20% ($n = 181$). Only data from the acute care RN's ($n = 169$) were used for analysis because of the small number of community based and long term RN's data received.

Instrument

To assess RN's perceptions of their workplace, Moos WES-Form R (1986) was utilized. The "Real form" or from R measures an employee's perceptions of his or her current work environment. The WES is composed of 90 true or false questions that comprise 10-subscales. The 10 subscales are grouped in 3 dimensions: the Relationship

182 Dimension, the Personal Growth Dimension, and the System Maintenance and System
183 Change Dimension.

184 The Relationship Dimension distinguishes the nature and strength of personal
185 relationships. This is the extent to which people work with one another and support and
186 assist one another. Related subscales are Involvement, Peer Cohesion, and Supervisor
187 Support.

188 The Personal Development Dimension is characterized by personal growth and
189 self-enhancement opportunities offered by the environment. Related subscales are
190 Autonomy, Task Orientation, and Work Pressure.

191 The System Maintenance and System Change Dimension assesses the work
192 settings and focus on the organizational rules and policies. Related subscales are Clarity,
193 Control, Innovation, and Physical Comfort.

194 Each subscale has 9 questions that can measure both the positive and negative
195 aspects of the work environment. Validity and reliability were established by Moos
196 (1986). Normative data were obtained from more than 3,200 employees in general work
197 groups and 4,879 employees in the health-care work groups (Moos, 1986).

198 **Data Analysis**

199 Each subscale in the Moos' WES is scored on a 0 and 9.0 scale where each
200 "True" statement received a score of 1. Mean scores for all WES subscales were
201 calculated to compare the perceptions of work environment b the generational groups. A
202 demographic instrument included an item on age, and nurses were asked to classify
203 themselves into 1 of 9 age groups. Respondents were then grouped into the identified
204 multi-generational age categories. Three multi-generational categories were compared:

205 Veterans ($n = 21$), Baby Boomers ($n = 104$), and Generation Xers ($n = 44$). Descriptive
206 statistics were obtained for the demographic variables. A one-way ANOVA was
207 calculated for all 10 subscales to compare the perceptions of the work environment for
208 the Generational Xers, Baby Boomers, and Veterans. Least significant difference Post
209 hoc (LSD post hoc) analysis was done to further delineate differences among the 3
210 generational groups.

211 **Results**

212 **Sample Description**

213 The majority of the respondents were women (95.6%) who had been in the
214 nursing profession for more than 10 years (14.9%). Seventy-one percent of these RNs
215 were Caucasian. Other ethnicities represented were: Filipinos (12.2%), Asian – non
216 Filipinos (11.0%), African Americans (0.6%), and Hispanic (0.6%) (Table 1).

217 **Perceptions of Work Environment**

218 To evaluate the differences in perceptions of workplace among the 3 generational
219 groups (Veterans, Baby Boomers, and Generation Xers), a one-way ANOVA was
220 performed for all 10 WES subscales. The confidence level was set at $p \leq 0.05$. A
221 statistically significant difference ($F = 5.068$, $p = 0.007$) (Table 2) was identified for the
222 Work Pressure subscale. The LSD post hoc test was conducted to delineate the
223 differences among groups. Baby Boomers perceived higher levels of work pressure than
224 the other two generational groups. The difference was statistically significant ($p = 0.002$)
225 (Table 3).

226 No statistically significant differences were noted for the remaining nine
227 subscales. However, mean scores for all generational groups were above Moos' normed

average range of 5.5 – 6.5 for the remaining subscales with the exception of Physical Comfort. For this sample, Baby Boomers, Generation Xers, and Veterans perceived the level of Involvement (job commitment), Peer Cohesion (support from colleagues), Supervisor Support, Autonomy (employees being allowed to make decisions), Task Orientation (organization planning and completion), Clarity (employees receiving information from their managers), Control (management's control over employees), and innovation (how management values employees) similarly.

On the Physical Comfort subcale, a mean of 4.7 (SD = 1.6) for the Generation Xers, 4.9 (SD = 1.9) for the Baby Boomers, and 5.7 (SD = 1.6) for the Veterans, Veterans' scored above Moos' normed average range of 4.5 – 5.0 with mean 5.76 (SD = 2.6). Thus, Veterans viewed their physical surroundings, space, access to equipment, etc., more positively than their younger colleagues.

Limitations

The limitations of this study include sample, size and setting. Even though a large number of survey packets were mailed out, the return rate was low (19%), which resulted in a small sample size. In addition, the nursing staff was primarily Caucasian, and so, the results may not represent the perceptions of nurses from other ethnic groups. The hospital is in a suburban area and the results may not generalize to hospitals in other areas.

Discussion

To promote nurses' job satisfaction and to improve nurses' perceptions of their workplace environment, it is very important to create an environment where all four generations (Veterans, Baby Boomers, Generation Xers, and Generation Yers) can work

251 together. It is very important for nurse managers to understand that there are certain
252 characteristics shared among the generations, while diverging in others (Tulgan, 1997).

253 Moos' WES helps nurse managers to assess the weaknesses and strength of an
254 organization. For this sample, work pressure was perceived differently by the Baby
255 Boomers and Generation Xers. this finding supports those of Wieck (2005) who stated
256 that "generational values and work beliefs contribute to conflict in the workplace and
257 which ultimately could lead to work pressure" (p 18). Nurses across generations believe
258 work pressure stems from nursing shortages, changes in the organization (e.g. the
259 introduction of new technology), inflexible work hours, improper communication
260 between the management and staff, and he myths about her generations (Tulgan, 1997).

261 Generation Xers' attitudes and views are different from those of the Baby
262 Boomers. Because Generation Xers were brought up surrounded by technology; they are
263 far more comfortable with digital and global communication when compared with their
264 older colleagues (kruse, 2004). Generation Xers also expect information to be instantly
265 accessible, and they expect to be able to transmit it globally. These RNs grew up with
266 computers, the Internet, and access to advanced technology, which has changed the way
267 information is processed, transmitted, and received. Generation Xers are also considered
268 to be more independent, whereas Baby Boomers are just learning to be independent. For
269 Baby Boomers to perform their job to their fullest, they require clearly stated goals and
270 communication from their managers.

271 Zemke et al. (1999) asserted that while dealing with generational diversity in a
272 single workplace, it is important to understand the dynamic ideological viewpoints. This
273 is an important element to take into consideration when different generations interact

with one another. Organizations and managers should consider how this in turn may affect the organizational structure in the workplace. Clashes between different generations are likely to be unavoidable because different groups will approach the concepts of cooperation and balance from different perspectives.

All generations need social support from their managers. Organizations where nurses receive such support have produced nurses who have remained committed to the organization and are satisfied with their work and career opportunities. Having good and cordial interpersonal relationships with co-workers and managers also reduces friction between the generations and improves the work environment (Irvine & Evans, 1995).

Job satisfaction can be improved by not only providing strong support to the nurses and allowing them to have input into the decision-making process. Encouraging input from nurses will foster involvement in the organization. Baby Boomers and Veterans are more concerned with active participation, and team-building is highly valued. Generation Xers enjoy challenging work projects and take pride in the effort they put forth.

Conclusion

Perceptions of Work Environment for multi-generational groups were examined using the Moos WES-Form R. There were no statistically significant differences for 9 of the 10 Moos subscales. A statistically significant difference ($F = 5.06, p \leq 0.007$) was found for the Work Pressure subscale. It is very important for an RN manager to develop strategies to reduce work pressure by providing flexibility at work. Specific strategies such as implementing reduced work hours with benefits, or granting vacation times may meet the needs of RNs at varying stages in their professional careers. Therefore, to

297 maintain sufficient staff on the unit, managers need to develop new programs that are
298 suitable for RN's who are currently working and that can attract a new stream of nurses.
299 Finally, managers should interact frequently with the different generational groups to
300 foster staff RN morale. Providing a supportive work environment for today's multi-
301 generational nursing workforce may decrease unit turnover, increase productivity, and
302 help insure the delivery of quality patient care.

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Table 1. Staff Nurse Background Characteristics (N = 181)

Category	Sub Category	Frequency (n)	Percentage (%)
Gender	Women		
	Men		
Age Groups	Generation Xers (20 – 39)	44	26.0
	Baby Boomers (40 – 59)	104	61.5
	Veterans (60 and above)	21	12.4
Gender	Female	173	95.6
	Male	8	4.4
Ethnicity	African American	1	0.6
	Filipino	22	12.2
	Asian – Non - Filipino	20	11.0
	Caucasian	129	71.3
	Hispanics	1	0.6
	Other - Unknown	6	3.3
Marital Status	Single	32	17.7
	Married	124	68.5
	Separated – Divorced	25	13.8
	Less than 2 years	29	16.0
	2-3 years	20	11.1
	4-5 years	25	13.9
	6-10 years	27	15.0
	11-15 years	14	7.8
	16-20	25	13.8
	21 and above	40	22.1

Note: Numbers do not sum to N = 181 due to missing data.

333 **Table 2. Mean WES Subscales Scores and One-Way ANOVA results for Generation**
 334 **Xers, Baby Boomers and Veterans**
 335

		N	Mean	Std. Deviation	Moo's Normed Average Range
Involvement	Generation Xers	44	6.77	1.80	5.5-6.5
	Baby boomers	104	7.01	2.21	
	Veterans	21	7.61	1.74	
Peer Cohesion	Generation Xers	44	6.34	2.09	5.5-6.0
	Baby Boomers	104	6.32	2.11	
	Veterans	21	6.71	1.34	
Supervisor Support	Generation Xers	44	6.11	1.90	5.5-6.0
	Baby Boomers	104	5.79	2.15	
	Veterans	21	6.80	1.74	
Autonomy	Generation Xers	44	6.13	2.26	5.5-6.0
	Baby Boomers	104	5.93	1.88	
	Veterans	21	6.71	1.64	
Task Orientation	Generation Xers	44	7.15	1.68	5.5-6.0
	Baby Boomers	104	7.11	1.96	
	Veterans	21	7.52	1.60	
Work Pressure	Generation Xers	44	4.52	2.15	4.0-5.0
	Baby Boomers	104	5.78	2.35	
	Veterans	21	5.00	2.14	
Clarity	Generation Xers	44	5.81	1.99	5.5-6.0
	Baby Boomers	104	5.74	1.79	
	Veterans	21	6.28	1.55	
Control	Generation Xers	44	6.04	1.53	4.5-5.0
	Baby Boomers	104	6.08	1.52	
	Veterans	21	6.09	1.54	
Innovation	Generation Xers	44	4.68	2.37	4.5-5.0
	Baby Boomers	104	4.64	2.41	
	Veterans	21	5.28	2.49	
Physical Comfort	Generation Xers	44	4.70	2.84	4.5-5.0
	Baby Boomers	104	4.93	2.42	
	Veterans	21	5.76	2.60	

336 **Table 3. LSD Post Hoc Tests**337 **Dependent Variable – Work Pressure**

Age regrouped (I)	Age regrouped (J)	Mean difference (I-J)	Std. Error	Significance	95% Confidence Level	
					Lower Bound	Upper Bound
X Generation	Baby Boomers	- 1.26573(*)	0.40989	0.002	-2.0750	-0.4565
	Veterans	- 0.47727	0.60451	0.431	-1.6708	0.7162
Baby Boomers	X Generation	1.26573(*)	0.40989	0.002	0.4565	2.0750
	Veterans	0.78846	0.54527	0.150	-0.2881	1.8650
Veterans	X Generation	0.47727	0.60451	0.431	-0.7162	1.6708
	Baby Boomers	- 0.78846	0.54527	0.150	-1.8650	0.2881

338 Note: $p \leq .05$ level.

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MULTIGENERATIONAL NURSES' PERCEPTIONS OF THEIR WORK ENVIRONMENT

Presented to
The Faculty of the School of Nursing
San Jose State University
In Partial Fulfillment
Of the Requirements for the Degree
Master of Science
by
Rukhsana Syed, RN,MS (1st author)
Diane Stuenkel, EdD, RN (2nd author)
Bobbie Gorenberg, DNSc, RN (3rd author)

Why I Chose this topic

- Medical/Surgical area has a high nurse turnover.
- The opportunity to make a difference at my work place.

Introduction

■ Multi-Generational work force

- it is not uncommon to see employee's from four generations in acute care hospitals
- misunderstandings regarding generational values and work beliefs contribute to conflict in the workplace
- understanding of the perceptions of their work environment may help nurse managers to recruitment and retaining nurses.

Multigenerational Nursing Workforce

- Composed of 4 specific age groups:
 - Veterans who are aged 62-83 (1922-1943),
 - Baby Boomers who are 45-62 (1944 – 1960),
 - Generation Xers who are 25-45 years (1961- 1980);
 - Generation Y are the children's of Baby Boomers who are 25 and younger (1981-2000).

Purpose

- The purpose of this descriptive study was to examine the differences in multi-generational nurses' perceptions regarding their work environment.

Research Question

- Are there statistically significant differences in staff RN perceptions of work environment by generational groups?

Conceptual Framework

- The conceptual framework was used for this study to assess work environment developed by Rudolph Moos (1994)

Moos Model

- Developed utilizing System's Theory
- Work Environment Scale (WES) assists manager in
 - planning,
 - monitoring changes in work settings,
 - identifying the factors that are affecting the work environment or climate.
- The WES is composed of 90 true or false questions that comprise the 10-subscales of the work environment. The 10 subscales are grouped in 3 dimensions. Scores range from 0 to 9.0.

Instrument

- Moos WES consists of 3 dimensions
 - the Relationship Dimension
 - Involvement
 - Peer Cohesion, and
 - Supervisor Support
 - System Maintenance and System Change Dimension
 - Autonomy,
 - Task Orientation and
 - Work Pressure.
 - the Personal Growth Dimensions
 - Clarity
 - Control, Innovation and
 - Physical Comfort.

Data Analysis

- Mean Scores for the WES subscales were obtained and compared to the normed group mean scores.
- One-way ANOVA was used to compare the perceptions of the work environment among the generational groups.
- $p \leq 0.05$.

Results

- Sample Size of 169 (23%)

■ Veterans	$N = 21$
■ Baby Boomers	$N = 104$
■ X-Generation	$N = 44$
■ Total	$N = 169$

- To evaluate the differences in perceptions of workplace among the 3 generational groups (Veterans, Baby Boomers, and Generation Xers), a one-way ANOVA was performed
 - A statistically significant difference of $p = 0.007$ was identified for the Work Pressure subscale with a degree of freedom (df) 168 and mean squares of 5.1 between groups.

Results Con't

- LSD Post hoc test was conducted to delineate the differences among the 3 multigenerational groups
 - Baby Boomers perceived higher levels of work pressure than the other two generational groups
 - statistically significant difference of $p = 0.002$ and a mean difference of 1.277 and SD of 0.4 with Generation Xers and a mean difference of -0.788 and a mean difference of 0.54 with the Veterans
- No statistically significant differences were noted for the remaining nine subscales
- However, mean scores for all generational groups were above Moos' normed average range of 5.5 – 6.5 for the remaining subscales with the exception of Physical Comfort subscale

Results Cont'

■ The Physical Comfort subscale

- Generation Xers Mean = 4.7 SD = 1.6
- Baby Boomer Mean = 4.9 SD = 1.9
- Veterans Mean = 5.7 SD = 1.6
 - Veterans' scored above Moos' normed average range of 4.5–5.0
 - Thus, Veterans viewed their physical surroundings, space, access to equipment, etc., more positively than their younger colleagues.
 - Nevertheless, no statistically significant difference was noted between or within the generational groups ($p = 0.29$).

Limitations

- The limitations of this study included:
 - the return rate was low which resulted in a small sample size
 - geographic location (suburban area)
 - different settings (research was carried out at a different hospital)

Conclusion

- To promote job satisfaction and to improve nurses' perceptions, it is very important to create an environment where all four generations work together
- More training for Managers in dealing with different generational groups
- Reasons for work pressure are
 - nursing shortages,
 - changes in the organization (e.g., the introduction of new technology),
 - inflexible work hours
 - improper communication between management and staff, and
 - myths about other generations (Tulgan, 1997)

Recommendations

- social support from their managers for all generational RN's may decrease unit turnover, and increase productivity, and help insure the delivery of quality patient care.
- implementing reduced work hours with benefits, or
- granting vacation times
- managers need to develop new programs that are suitable for RN's who are currently working and that can attract a new stream of nurses.

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