Factors Influencing Job Satisfaction in a Multigenerational Nursing Workplace

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Nursing staff turnover is a prevalent problem with negative consequences for patient care and organizational finances. High rates of turnover result in disruptions to daily work flow and, in turn, decreases to quality of patient care delivery. In an era of economic uncertainty and implementation of lean techniques, retaining staff is essential to both institutional financial health and efficient, safe patient care delivery.

Nurses comprise as much as 75% of a typical institution’s staff and 40% of its payroll. Additionally, nurses typically have the most direct contact with patients and involvement with their care provision, making nurses a priority focus for retention efforts. Job satisfaction is a strong predictor of intent to leave a job and actual turnover rates. Turnover rates are historically and currently highest among newly licensed nurses, the majority of which are aged 25 years or younger and occupying staff nurse positions. Concerns about turnover in managerial and administrative roles presents an additional concern, as strong leadership is crucial in an economic climate of change and uncertainty in health care. Health care organizations increasingly express a desire to increase nurse retention at all levels of practice. Unfortunately, a paucity of literature exists to link specific aspects of job satisfaction to various demographic characteristics of nursing. The purpose of this study was to address this gap in the literature by examining the links between aspects of job satisfaction and various nurse demographics. Specifically, the Aims of this project included (1) to assess the job satisfaction of nursing staff and (2) identify differences in the job satisfaction of nursing staff in relation to demographic variables. This study is part of a larger project that will nurses’ job satisfaction in multiple countries to provide requisite groundwork for interventional work.

This study was conducted in collaboration with one large, research and teaching hospital in the United Stated Midwest. All employees with the credentials including Registered Nurse were invited to participate. The Kuopio University Hospital Job Satisfaction Scale, a previously validated and reliable survey-questionnaire, was distributed via institutional email with a link to the anonymous, electronic survey. Data were collected electronically and downloaded from the survey website into Excel. Subsequently, data were transferred into an SPSS 23 © data sheet for analysis. Analysis of Variance, Kruskall-Wallis, and Mann-Whitney U statistical techniques were utilized to analyze data and address project Aims. Results of data analysis indicated that many variables contributing to job satisfaction are consistent across age and demographics. Specifically, working welfare, or wellness measures, and level of education were significantly correlated with job satisfaction across ages. Additionally, job satisfaction overall was significantly linked to whether participants were actively searching for new jobs.

Health care organizations can tailor retention efforts to target aspects of the work environment that are significantly linked to job satisfaction among particular demographic groups of nurses. This research should be replicated among a multi-generational nursing workforce and through a multicultural lens to provide generalizable results for interventional work.
Title:
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Keywords:
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Abstract Summary:
Increasing job satisfaction may assist organizations and health care to maintain the workforce. Variables influencing job satisfaction can vary between generations and ages. Organizations should tailor retention job satisfaction-related initiatives based on generation-specific perspectives.

Content Outline:

Content Outline for Poster Submission

Background: Nursing staff turnover is a prevalent problem with negative consequences for patients and organizations. Job satisfaction is a strong predictor of intent to stay or leave a job and actual turnover
rates; however, variables contributing to job satisfaction can vary between generations and ages of nurses.

Purpose: To explore the attitudes of a multigenerational nursing staff toward job satisfaction

Methods

Survey questionnaire and distribution

Collaborations and partnerships - international and local

Data analysis

Results

Correlates between demographics, particularly age, and job satisfaction subscales

Conclusion and Implications for research and practice

Further research: international study, multicultural

Practice: Evaluate staff values

First Primary Presenting Author

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Professional Experience: Primary Author on five (5) publications related to this research (2013-2017) Primary Investigator on this research for instrument development (2016-2017) Primary Investigator on current research to measure impact of cognitive rehearsal intervention on longitudinal workplace outcomes. Primary Investigator on previous research (2015) to measure the impact of a cognitive rehearsal training intervention on senior nursing students' self-efficacy to respond to lateral violence. Co-Investigator on current mixed-methods research to explore generational influences on workplace values and patterns.

Author Summary: Dr. Ericka Sanner-Stiehr's research focuses on the nursing work environment, specifically interventions to increase self-efficacy to respond to disruptive behaviors and variables that impact staff retention. Dr. Sanner-Stiehr's current research on responding to disruptive behaviors emphasizes the need for educational preparation students to respond to disruptive behaviors to be included in pre-licensure nursing education and national standards for curricula.

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**Professional Experience:** Associate Professor, Department of Nursing Science, UEF 2017-. Vice Head of Department of Nursing Science, University of Eastern Finland (UEF) 2010-2014 and 2018-. University Researcher 2009-2017 UEF Clinical Researcher 2008-2009 UEF Assistant Professor 2004-2007 UEF Researcher 2000-2004 UEF Nurse Manager 1995-2000 Kuopio University Hospital Lecturer 1992-1994 Nursing School Kuopio RN 1988-1991 Helsinki University Hospital Author and co-author of over 30 peer-reviewed scientific international articles and 20 national articles. Reviewer of several journals

**Author Summary:** Tarja Kvist is Associate Professor working at the University of Eastern Finland. Her research focus is on nursing leadership and care quality. Currently she is working as a Co-coordinator of INEXCA-Project funded by EU Horizon 2020.

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**Professional Experience:** Simone Stevanin has more than 20 years of professional experience in nursing, among various settings of practice. Currently, he serves as a Research Office with the Veneto Region of the Agency for Health and Social Care and is pursuing his PhD in Nursing from the University of Eastern Finland. His doctoral work focuses on differences in workplace values and relationships among a multigenerational and international nursing workforce. He has developed a survey-questionnaire to measure these variables that has been translated into two languages and piloted in three countries. His published work describes the established psychometric properties of this scale. Simone has also presented his research in multiple venues across the European Union and United Kingdom.

**Author Summary:** Simone Stevanin currently serves as a Research Office with the Veneto Region of the Agency for Health and Social Care and is pursuing his PhD in Nursing. His doctoral work examines differences in workplace values and relationships among a multigenerational and international nursing workforce. He has developed a survey-questionnaire that has been translated into two languages and piloted in three countries. He has published and presented this work across the EU and United Kingdom.