Bridging Inter-Generational Gaps to Increase Collaboration and Retention: Implications for Nurse Leaders
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PURPOSE
This literature review was conducted as background for a research study about the multigenerational workplace. This multi-methods research will explore the attitudes and workplace values of Registered Nurses related to retention factors and perceptions about working with other generations. This poster presents a synthesis of the academic and popular literature on multi and intergenerational attitudes toward work, and perceptions about intergenerational collaboration at work.

BACKGROUND
Baby Boomers (born 1946 – 1964)
Generation X (born 1965 – 1980)

Multiple generations bring a varied and rich skill set to the nursing workplace. Unfortunately, the presence of multiple generations can also present challenges. Varying attitudes and expectations about work and diverging communication patterns can often lead to resentment, decreased communication, and lack of teamwork, negatively impacting the nursing work environment. Today, Baby Boomers, Generation Xers, and Millennials comprise the vast majority of the nursing workforce, with Generation Z soon to join.

METHODS
Literature Review
A review of the current and extant academic and popular literature was conducted. Academic databases searched include: Academic Search Premier, Books at OVID CINAHL, Medline, PSYCInfo, and PsycoArticles. A Google search was conducted to review popular publications including blogs, websites, and non-scholarly/trade publications.

Search terms included: generation*, Baby Boomer*, Generation X, Millennial*, nrs*, workplace, values, preference*, difference*, attitudes, and intergenerational in various combinations. After review, a total of 57 sources were retained for inclusion in this literature review.

RESULTS
Theories


Generational Characteristics
Baby Boomers
Formal, focus on work, respect for hierarchy, loyalty to employer, paying one’s dues, teamwork, meaningful work.

Generation X
Less-formal, technologically savvy, innovative, results-driven, independent, willing to change jobs, work-life balance, meaningful work.

Millennials
Informal, advancement opportunity, technologically sophisticated, teamwork, willing to change jobs, regular feedback, work-life balance, meaningful work.

CONCLUSIONS and IMPLICATIONS
Overlap in workplace values are points of action for nurse leaders:
Respectful environment
Work-life balance
Meaningful Work

Overlaying workplace values is points of action for nurse leaders:

Respect and facilitate employees’ work-life balance efforts.

References


