

NURSING GENERATIONS IN THE CONTEMPORARY WORKPLACE

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Abstract

Preserving a viable workforce is contingent upon recruiting and retaining more young people and persuading older workers to remain. Success may depend on offering appropriate incentives to workers in different age cohorts. Although limited research had been carried out on the topic, there is consensus that the workforce is characterized by generational groups with different attributes and priorities. This mixed methodology, study uses a survey and focus group results to explore some of the differences among age cohorts of nurses in three Canadian hospitals. The results revealed significant differences in: career commitment; affective, normative and continuity commitment to the organization; job satisfaction; stress and emotional exhaustion; depersonalization; personal accomplishment; and propensity to leave the hospital. The study concludes with recommendations for policy changes responsive to the needs of nurses at different ages.