

# Addressing the Turnover Issue Among New Nurses From a Generational Viewpoint



Melanie Lavoie-Tremblay, RN, PhD  
Junior 1 FRSQ career award, Project  
funding CHSRF  
Assistant professor, School of Nursing,  
McGill University  
[Melanie.lavoie-tremblay@mcgill.ca](mailto:Melanie.lavoie-tremblay@mcgill.ca)



# Background

---

- In order to address the supply issue
  - measures to recruit and educate more nurses have been developed and implemented (Stuenkel, Cohen & de la Cuesta 2005; Baumann *et al.* 2006)
- OIIQ, increase of 1.5% last 5 years
- Context work environment
- We know little about how young nurses and, more specifically, the new generation perceive their current work environments
  - Generation Nexters are also called millennials, generation Y



# Aim

---

- Which dimensions of the psychosocial work environment influence the intent to leave a job/profession among young Nexter nurses at the start of their careers.

■ Lavoie-Tremblay, M. O'Brien-Pallas, L., Gélinas C., Desforges, N. et Marchionni, C. (2008). Addressing the Turnover Issue among new nurses from a generational viewpoint. *Journal of Nursing Management* June on-line



# Turnover

---

- According to Hayes et al. (2006) **organizational characteristics** associated with workloads, management style, empowerment and autonomy, promotional opportunities and work schedules are believed to contribute to **turnover**.
- Coomber and Barribal (2007) revealed that factors related to the **work environment**, rather than individual or demographic factors, were still the **important factors influence nurses' turnover intentions** for hospital-based nurses.



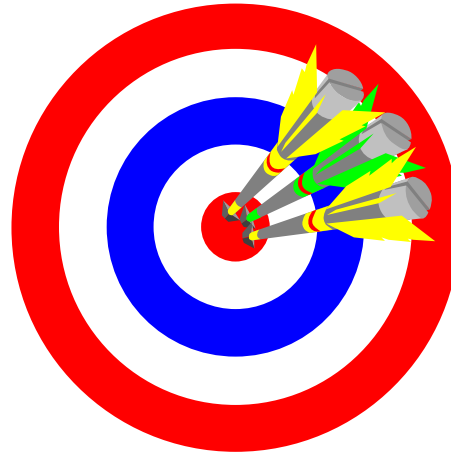
# Beginning of work

---

- For new nurses, stress is omnipresent as they make the transition from student to working life. There is great potential for turmoil, stress, and burnout among new nurses (Boychuck Duchscher & Cowin, 2006).
- 66% of new nurses with less than 2 years' tenure have been found to experience symptoms of burnout, mental exhaustion and depression (Cho, Laschinger, & Wong, 2006).

Theoretical Framework Psychosocial work environment  
Kristensen, 1999; Karasek & Theorell, 1990; Siegrist 1996

**Psychological demands**



**Social support**

**Decision latitude**

**Effort-Reward**



# Methodology

---

- January 2006; Newly registered nurses under the age of 24 as of August 1, 2005.
- Self-administered questionnaire
- N= 309 (32.1%)
- Age 22.6 years (SD 1.28)
- 40.1% collegial et 55.7% baccalaureate
- More than half (56.7%) of the participants surveyed had held their current position for 2 years or less, and 40.7% had held it between 2 and 3 years.
- 29.1% FT 33.7% PT et 34.6% TPO

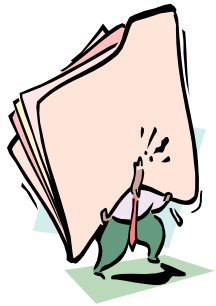
# Results 61.5 % intend to leave their current position

- Nurses who planned to quit perceived
  - an imbalance between effort expended and rewards received
  - lack of social support from colleagues and superiors ( $p \leq 0.001$ )
- The reasons given most frequently for quitting their present job were:
  - 1) a lack of challenges, a need to make a change and acquire new skills,
  - 2) career opportunities, and
  - 3) difficult working conditions



# Results 12.9% intent to quit the nursing profession

- Nurses who planned to quit perceived
  - an imbalance between effort expended and reward received ( $p \leq 0.01$ ),
  - high psychological demands and elevated job strain ( $p \leq 0.05$ )



- The reasons most often reported for quitting the nursing profession were
  - difficult working conditions and unstable employment



# Conclusion

---

- According to Hill (2002), Nexters expect constant feedback, frequent praise and consistent rewards.
- They value participation, collaboration and support as opposed to competition. Nexters will change positions and professions five to eight times, pursue lifelong learning, have a good work ethic, desire flexible working hours, and adapt readily to changing technology (Zemke, Raines et Filipezak, 2000).
- In previous studies, a lack of professional or career opportunities, psychologically strenuous and stressful nature of the work causes emerged as an important factor influencing the decision to leave (Davidson *et al.* 1997, Cartledge 2001, Fochsen *et al.* 2005, Hayes *et al.* 2006, Wai Chi Tai 1998, Gardulf *et al.* 2005).



# Reference

---

- Lavoie-Tremblay, M. O'Brien-Pallas, L., Gélinas C., Desforges, N. et Marchionni, C. (2008). Addressing the Turnover Issue among new nurses from a generational viewpoint. *Journal of Nursing Management* June on-line