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Prospective Generation Z Nurses:
Expectation of the Workforce in Connotation to the Great
Resignation

An Honors Thesis
Presented to
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by

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Abstract

The Great Resignation has left an impact on the entirety of the American workforce. Coupled with the burnout rates caused by the COVID-19 pandemic, healthcare systems have been trying to find solutions to inhibit the nurse shortage. While solutions that focus on symptoms of the problem may work for a short period of time, hospitals will continue to encounter issues with staffing nurses and will need to find a new solution (Laskowskil-Jones & Castner, 2022). A possible solution would be for hospitals to recruit and retain prospective Gen Z nurses. In a quantitative study completed at a single university in rural North Carolina, a convenience sample (n=35) of prospective Gen Z nurses in their junior and senior year of an undergraduate Bachelor of Science in Nursing program participated in the study. The study aimed to determine the expectations and importance of attributes that would influence a soon-to-be Gen Z nurse's decision to accept a position. The Primary Investigator created a 3-question survey based on expectations found in literature: compensation/benefits, flexible hours, advancement opportunities, mentor/mentee programs, mental health support, and reward/recognition. Results indicated that prospective Gen Z nurses value compensation/benefits and flexible hours above other attributes. This does not mean that the other attributes are not important as results show that all other attributes are likely to influence the decision for accepting a position. In conclusion, healthcare should focus on recruiting by placing importance on highly valued expectations then retain the nurses by emphasizing the other important attributes.

Keywords: Gen Z, Nurses, The Great Resignation

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Chapter 1: Introduction

Problem Statement

Generations are shaped by shared experiences: Veterans (1925-1945) came from war, Baby boomers (1946-1964) came from nuclear families, Generation X (1965-1980) came from increased divorce rates and both parents working, and Millennials (1981-1996) came from realities of drugs, violence, and terrorism (Sherman, 2006). Generation Z, known as Gen Z, (1997-2012) are being shaped just as the generations before them and are considered digital natives (Mărginean, 2021). As Gen Z begins to enter the workplace, expectations of the workforce will influence their workplace expectations, as well as shape their entire careers.

Significance

During the COVID-19 pandemic, healthcare systems across the world were tested and pushed to the limit with an influx of patients. With hospital units understaffed and overworked, burnout in the nursing profession is high, which results in an increased number of nurses leaving their positions. The rise of nurses leaving their positions, is only a portion of the current trend in the United States, known as The Great Resignation (Laskowskil-Jones & Castner, 2022). Having started in 2019 with an all time high in worker turnover, The Great Resignation continues due to new record highs of workers leaving their jobs. As nurses continue to resign from their positions, the issues attributing to their leaving must be explored and acted upon. According to Yong (2021), “many workers left because they were poorly treated or compensated, forcing hospitals to hire travel nurses at greater cost... those nurses then stoke resentment among full-time staff who are paid substantially less”

(p. 5). In recent years, solutions to this problem have attempted to strengthen “nursing resilience,” but have not addressed the causative factors of nursing turnover (Laskowski-Jones & Castner, 2022). To combat this, some hospitals have begun to offer retention bonuses, hazard-pay, and raises to retain staff (Yong, 2022).

As Gen Z nurses begin to enter the workforce, healthcare agencies will need to attract and retain new graduate nurses in an effort to address the nursing shortage; therefore, understanding what prospective Gen Z nurses expect from the workforce is important. The literature suggests that to recruit Gen Z into the workforce, employers need to offer certain benefits in the workplace. Recruitment tactics range from mentorship programs, flexible work hours, mental health assistance, and easy, informal methods of communication (“10 Tips”, 2021). Even human resource offices are learning that to have higher job satisfaction rates among current Gen Z employees, policies need to reflect what Gen Z value in a workplace like reward and recognition, compensation and benefits, flexible work practices, and volunteer opportunities (Arggwal et al., 2020).

Purpose

The purpose of this study was to determine the expectations of upcoming Gen Z nurses toward entering the workforce.

Research Question

1. What are the expectations held by prospective Gen Z nurses concerning entering the workforce?

Definition of Terms

- Generation Z, also known as, Gen Z: people born within 1997-2012 (Dimock, 2022).

- The start and end date of generations vary; thus, for the purposes of this research, Gen Z will be defined as 1997-2012.
- The Great Resignation: Named in 2019 for record breaking worker turnover, this period continues to present day, due to worker turnover rates increasing through 2022 (Laskowski-Jones & Castner, 2022).

Summary

The Great Resignation continues due to the consistent rise in employee turnover, with healthcare as no exception to the trend. Nurses leaving their positions, or their profession entirely, contribute to the ever-growing nurse shortage. Nurses who remain in their positions may be forced to maintain nurse-patient ratios that can lead to unsafe practice and high rates of burnout. While hospitals are initiating attempts to improve retention rates by giving bonuses, raising pay, and providing hazard pay, the morale in some areas continues to deteriorate due to resentment caused by the pay gap between travel nurses and staff nurses. Healthcare agencies across the United States are desperate to hire bedside nurses as the shortage of nurses continues to increase. Implementing attractive employee benefits to recruit Gen Z new graduate nurses to the hospital setting, is imperative, and plays an important role in addressing the nursing shortage. Similar to Millennials, Gen Z is not afraid to switch jobs due to differences in moral values, but they are incredibly loyal to companies if there are advancement opportunities and a strong sense of community. To be able to recruit prospective Gen Z nurses, healthcare agencies will need to be attuned to the workplace the next generation desires.

Chapter II: Literature Review

A literature review was conducted using three online databases: Health Source: Nursing/Academic Edition, Cumulative Index to Nursing and Allied Health Literature (CINAHL) Complete, and ProQuest. Keywords used for the search included: the great resignation in nursing; workforce; Generation Z.

Literature Related to Problem Statement

Expectations of Gen Z Entering the Workforce

As Gen Z begins to enter the workforce, understanding the perceptions and expectations of this generation is important to understand. In 2021, Mărginean conducted an exploratory study to focus on Gen Z's perceptions and expectations of the workforce. The sample consisted of 69 randomly selected Gen Z students attending a university in Romania. Participants completed a self-applied online survey that had 25 questions. Questions addressed broad, expressive topics to explore perceptions held by Gen Z. The results of the survey strove to answer what environment is preferred, expectations of a good job, and what Gen Z believes their professional lives will look like in the future. Regarding environment, most participants preferred larger companies with enclosed office spaces. This does not mean to say that the participants want to work without colleagues; it is quite to the contrary, with 74% of the sample greatly valuing work relationships despite growing up as digital natives. Results showed that expectations of the job include liking the job they are in, having a mentor to learn from at their workplace, and learning/developing as much as they can. Within the beliefs of how their professional lives will look, Gen Z anticipates being employed at 2-6 different companies over the span of their working life.

Overall, the results show that Gen Z is optimistic about their future professional career. As this was an exploratory study, Mărginean (2021) concludes that the results should be interpreted with caution. Limitations of this study included the sample size, as it was majority females, who were in the middle of their college degree answering the survey.

In 2018, Argwal and Vaghela conducted a study on Gen Z's intrinsic, extrinsic, altruistic, status associated, and social work values. A convenience sample of 215 Masters in Business Administration students, from one university from the academic years of 2017-2019, participated in a pilot study. Argwal and Vaghela (2018) identified five high ranking values associated with Gen Z: helping others, career, work-life balance, development, and co-workers. Helping others was the highest-ranking value of Gen Z according to the data; therefore, Gen Z have an inclination toward a workplace that values sharing knowledge, a helpfulness between co-workers, and an environment that is geared toward assisting them when they need it. Career was ranked as the second highest value because Gen Z wishes to be able to be able to build their career in an environment that fosters growth, while also maintaining a balanced home and work life, which is the third highest ranked. Having a balanced life does not mean that Gen Z does not want challenges. Argwal and Vaghela (2018) suggest that Gen Z expect challenges that are designed to allow them to develop in their career and as a person. Finally, Gen Z wants meaningful relationships with co-workers due to their sensitivity to diversity and their care for society. Argwal and Vaghela (2018) tested if the difference between female and male work values were statistically significant then applied it to each question from the survey. Based on two different tests run, there was no statistically significant difference between male and female students; therefore,

students could be generalized within the group. Argwal and Vaghela (2018) do state this as a limitation, and the results should not be generalized for all of generation Z; however, results show a clear picture for the work values of Gen Z. In conclusion, Argwal and Vaghela gave recommendations for how to attract Gen Z through these aspects that they value.

While Gen Z has expectations of the workforce, how employers recruit the upcoming generation can play an influential role in attracting Gen Z employees. Argwal et al. (2020) conducted a study with 493 Gen Z employees to determine the relationship between human resources protocols and Gen Z employees. Using the Attraction, Selection, and Attrition theory, Argwal et al. (2020) created a two-part questionnaire containing both demographic questions and 11 questions with answer choices based on a 5-point Likert scale. Researchers detailed five policies/protocols that human resources saw an increase in performance from Gen Z: reward/recognition, feedback, flexible work practices, compensation/benefits, and volunteer work. It was identified that Gen Z wants to be recognized for hard work and have rewarding opportunities, such as career advancement, which allows them to be satisfied in a position. Feedback on a regular basis allows for Gen Z to be always in learning mode; thereby enhancing motivation and growth. Flexible work practice was another attractive workplace practice that Gen Z employees enjoyed as they were able to keep better engaged in material and “perform to the best of their abilities” (Argwal et al., 2020, p. 3). Compensation/benefits was found to be important to Gen Z, as they are motivated by money, but they also want a company that connects with their morals. The final is volunteer work, which is explained as activities that focus on altruistic goals. Gen Z enjoys volunteering as it provides them opportunities to spend time on causes

that matter to them. Overall, Gen Z is influenced positively by human resources policies that allow more freedom and mutual respect between the employee and employer.

Hospitality is a major industry across the world and has high turnover rates. Goh and Lee (2017) conducted a survey to explore the attitudes of Gen Z towards entering the hospitality workforce. With the objective of determining mindsets, anticipated challenges, and important social circles, Goh and Lee (2017) aimed to survey freshman in an undergraduate hospitality program as they had not yet been influenced by upperclassmen. Spanning three institutions, 178 first year students were invited to participate in the study, and out of these students, 71 agreed to be included in the study. The study was conducted through interviews during the first three to six weeks of the semesters to reduce bias. Before the interviews began, the researcher gave informed consent and notified that all answers would remain anonymous. Researchers interviewed each participant to ask three questions: The first addressed attitudes, the second addressed social groups who influenced the Gen Z student to pursue hospitality, and the third addressed believed challenges of working in hospitality. Results of the attitude question showed that Gen Z hospitality students hold more positive than negative attitudes toward the workforce. While low pay is mentioned, these Gen Z students expect that this will be a positive people industry that will offer them a stable career and opportunities for cross training. Within the results of anticipated challenges, Gen Z students expect that dealing with people and odd/long hours will be a great difficulty. The last question addressing important social groups who influenced the student's decision to pursue hospitality included family and friends. Goh and Lee (2017) go on to discuss the implications of these results and point out that Gen Z

students are not mainly motivated by money considering that low pay was mentioned multiple times throughout the interview process. They also concluded that recruiters in the hospitality industry should highlight a “dynamic, exciting, stable career with travel opportunities to work across international positions” (Goh & Lee, 2017, p. 26). In conclusion, this study demonstrates that Gen Z students look for and expect certain benefits from their anticipated career choice and recruiters should highlight these expectations if they plan to attract Gen Z workers.

In Hanoi, Vietnam, final year students from six different universities were asked to participate in a study conducted by Ngoc et al. (2022) to determine the expectations of Gen Z job seekers. In total, 51 participants from the different universities volunteered to participate in the study. Participants were divided into two groups. As 24 students had no job experience, they were placed into group A, and group B consisted of the 27 participants with previous job experience. Participants were asked to complete a questionnaire and focus groups. The questionnaire included open-ended questions that resulted in three major themes: work-life balance, work environment, and corporate-social responsibility. The focus groups broke down the three themes determined from the questionnaire, and each focus group discussion lasted approximately between 60 to 90 minutes. As both group A and B responses had been kept separate throughout the process, Ngoc et al. (2022) labeled responses from group A, A1-A24 and group B, B1-B27 to maintain anonymity of participants. To analyze the data, content analysis was applied after the researchers manually coded the transcripts of the interviews. Results within the study focused on the three major themes originally found in the questionnaire: working environment, corporate-

social responsibility, and work-life balance. Within the working environment, results showed that emotions and the atmosphere of a workplace were more important for the majority of participants (n=39) than the physical aspects of the workplace. Ngoc et al. (2022) commented that this reflects Gen Z's value of community rather than of salary. Results on the work-life balance indicate that Gen Z would like a flexible work schedule that will allow for autonomy. Results indicate that Gen Z believes they will have a more traditional work schedule at the beginning of their career due to training and lack of work experience, but with the advancements in technology, Gen Z believes that they would eventually have a more flexible work schedule. Finally, corporate-social responsibility was determined to be of high importance to Gen Z job seekers. Gen Z is looking at jobs that will be environmentally friendly and support social wellbeing. When Gen Z is working for a corporation that is irresponsible within the social realm (i.e., child labor, polluting the environment, etc.) Gen Z would consider changing jobs. Overall, Ngoc et al. (2022) demonstrated that Gen Z values flexible hours, a positive work environment, and corporate-social responsibility.

Roy et al. (2022) explored workplace attributes that appeal to Gen Z workers. The sample consisted of 160 Gen Z students who had all completed their summer internships and were in their final year of study. Students were from a variety of majors: finance, operations, human resources, and marketing. Participants were asked to complete a questionnaire that had been separated into two sections. Section A was comprised of demographic questions, and section B consisted of 32 items based on a 5-point Likert scale that employees might consider when choosing an employer. A pilot study was completed

for consistency as the questionnaire was developed using an Employer Attractiveness scale and other research. Results of the study highlighted that Gen Z students are most attracted to employers who have opportunities for promotion, beneficial work experience, compensation, and job security. Interestingly, the least attractive attributes include size, product, profitability, media publicity, and use of academic knowledge in the workplace (Roy et al., 2022). While discussing the results of the study, it was concluded that Gen Z students want to be employed by companies that offer learning and growing experiences that will benefit Gen Z students in the long term. Overall, this study was trying to add to current literature by determining the wants of Gen Z from the workforce, and Roy et al. (2022) gives recommendations that more research should occur on the topic with a greater diversity of majors.

The Great Resignation

Laskowski-Jones and Castner (2022) wrote an editorial detailing the nursing world post COVID-19 pandemic. While the Great Resignation began before the pandemic, it continues especially in nursing fields as post-traumatic stress disorder and burnout shake the very foundation of America's healthcare system. Sadly, according to Laskowski-Jones and Castner (2022), solutions are not focused on fixing the contributing factors of burnout; instead, the solutions focus on building nurse resilience. Nurses in specialty units like the Intensive Care Units and Emergency Departments are at greater risk for burnout as stressors are greater. While a short-term fix for labor is travel nurses, the use of these travel nurses causes backlash as staff nurses who are committed to their organizations are paid much less, but expected to do more. One way to replace nurses who have left the field

entirely is to hire new graduate nurses, but these nurses come with their own set of challenges. The Great Resignation has caused many nurses who previously mentored and precepted new nurse graduates to leave; thus, there is an education gap between new graduate nurses and retained staff. New graduate nurses can go through transition shock which either will produce a successful nurse, or a nurse who may choose to leave the profession. Laskowski-Jones and Castner (2022) suggest that transition shock can be limited by using transition shock models to identify and lessen shame or negative feelings that come with developing in the nursing field. Overall, Laskowski-Jones and Castner (2022) want to raise awareness that the Great Resignation has significantly impacted the medical field; thus, if new graduate nurses are to be a viable option, they need support.

While the Great Resignation began in the United States, a similar situation began to occur in Europe. A study based at a Berlin-based tech company conducted by Kuzior et al. (2021) tested the reason why employees were leaving during the Great Resignation. Researchers hypothesized that reasons for turnover were not caused by a want of higher wages. The study took place between January 2020-December 2021 with 80 employees newly hired employees. When an employee left voluntarily, a Human Resources manager would conduct an exit interview. Researchers found that employees were leaving because, “they were lacking self-development opportunities, they did not agree with the company's culture and values, or their relationship with a manager [was] unsatisfactory” (Kuzior et al., 2022, p. 7). This data continues to support other literature that Gen Z wishes for development, moral workplaces, and a good work community. While this study does have

several limitations including a small sample size, the study placed an emphasis on the research gap of the Great Resignation and Gen Z beliefs of workplace.

Linzer et al. (2022) discussed The Great Resignation and healthcare in 2022. Due to the growing turnover rate in the healthcare settings, factors that contributed to the original turnover continues to grow. COVID-19 stretched clinical environments to the limit by lowering staff availability, while increasing the need for more staff. In a post pandemic world, many healthcare systems are trying to return to their original state without taking feelings of their employees into consideration; thus, more healthcare professionals continue to leave their positions. The turnover rate caused by burnout costs approximately 4 billion dollars a year (Linzer et al., 2022). This data alone shows that the business model most healthcare systems have is not cohesive financially or for their workers. Linzer et al. (2022) highlighted that to have good retention, healthcare workers need to feel engaged and satisfied with their career or the turnover rate will not change. Solutions that are offered are based on literature available to the topic, and Linzer et al. (2022) suggested that the culture needs to be positive, encourage open communication, and support one another as it can drive increased retention. Interestingly, when presented with the issues that women and people of color face working in healthcare, it is suggested that the systems allow these people groups to develop what might be best for themselves and have the clinical settings implement these ideas for the groups to feel more satisfaction within their profession. In conclusion, Linzer et al. (2022) emphasized that the system must change for there to be a healthy, productive future and once that occurs, workers will stay in their profession for the long-haul.

Strengths and Limitations of Literature

The literature provides several different aspects of the Great Resignation as well as Gen Z ideas and expectations of the workplace. In consideration of Gen Z, there are several strengths and weaknesses from the literature. One strength to consider is the recurrence of expectations among the varying studies. All the Gen Z studies found that there is a desire for advancement within positions, flexible hours/having a balanced life, and working in a positive environment. While there are other expectations mentioned, such as volunteering and fair compensation, many of the expectations are reasonable. On the other hand, the literature review did include some limitations related to small samples sizes; therefore, results cannot be generalized. Also, there is limited literature available specifically on prospective Gen Z nurses' expectations, despite the notion that they will be key in adding to the dwindling nursing workforce.

Summary

The Great Resignation, currently ongoing in the United States, has begun to appear in other countries around the world. People are continuing to leave their positions and possibly their professions all together. In the medical field, this is causing already short staffed facilities to face an increase of issues. With high nurse to patient ratios, resentment of travel nurses on floors, and the need for overtime, nursing burnout continues due to the solutions focusing on nurse resilience rather than the causative factors. While it is important for healthcare facilities to attract experienced nurses, new graduate nurses help fill the gap created by those who have left the profession. While not all new graduate nurses are Gen Z, this generation began entering the workforce a few years ago and are

continuing to do so. Prospective Gen Z nurses recognize the issues at hand and have expectations of what they want in a workplace. For facilities to attract and retain Gen Z nurses, they need to create an environment that represents workplace factors that are important to this generation. According to the literature, Gen Z nurses want a positive working environment that allows them to grow and develop their careers (Argwal & Vaghela, 2018). They want to receive fair compensation while having a flexible work schedule that allows for a balanced work life (Ngoc et al., 2022). When these aspects are not provided for, Gen Z is not afraid to leave as shown in Kuzior et al. (2022). These workers did not leave because of monetary reasons but instead, due to expectations being not met by employers. In summation, prospective Gen Z nurses expect the workforce to offer a satisfactory work life balance, and due to the Great Resignation, this should be taken into consideration as an attempt to obtain new graduate nurses to assuage the nursing shortage.

Chapter III: Methodology

The purpose of this study was to explore the expectations held by soon to be Gen Z nurses concerning entering the workforce.

Research Design

This study used a non-experimental, quantitative research design.

Setting

This study was conducted at a small, private, Christian university in rural North Carolina. The nursing program opened in 1965 and has developed into a school offering associate, bachelor's, master's, and doctorate degrees in nursing.

Sample

A convenience sample of senior and junior nursing students (n= 36) enrolled in the traditional Bachelor of Science in Nursing (BSN) program were invited to participate in this study.

Protection of Human Subjects

This study was submitted to the School of Nursing's Quality Improvement Council for approval (Appendix A). The Primary Investigator also completed the Collaborative Institutional Training Initiative (CITI) Program training (Appendix B). Participants received informed consent (Appendix C) and were informed that the survey was anonymous. The decision to participate or not to participate did not affect their grade.

Instruments

The researcher developed a 3-item questionnaire (Appendix D) to explore expectations held by upcoming Gen Z nurses concerning the workforce based upon findings

in current literature. The first question was related to demographics to ensure only Gen Z nurses were being surveyed. If the participants birth year did not fall within 1997-2012, the survey ended. The second question was related to the importance of certain benefits, ranked on a 5-point Likert scale with answer choices ranging from “Extremely Likely” to “Extremely Unlikely”. The third question asked participants to rank seven perceived benefits in order of importance. The survey was developed by the Primary Investigator and reviewed by the thesis chair for face validity.

Data Collection Procedure

In Fall 2022, the Primary Investigator visited a nursing course for both junior and senior traditional BSN students to introduce herself and to explain the purpose of the study. Participants received a paper with a QR code to access the informed consent and survey.

For junior students, the Primary Investigator visited a class during a day/time that was selected by the course instructor. For senior BSN students, the Primary Investigator presented her study at the end of a class period, on a day/time that was selected by the course instructor.

For both groups of students, after the Primary Investigator passed out the informed consent with the QR code, she exited the room. The survey was left open for three days following distribution of the QR code. Students were able to complete the survey at their discretion using their personal electronic device to access the QR code.

Data Analysis

Data was analyzed using descriptive statistics.

Chapter IV: Results

Out of the 36 junior and senior nursing students invited to participate in the study, all 36 participated in the survey. One response was excluded from the results due to not falling within the Gen Z birth years of 1997-2012. Data analysis was performed on the remaining 35 completed surveys. Based on the analysis, results were analyzed to determine the expectations of prospective Gen Z nurses

Sample Characteristics

A convenience sample of students (n=36) were invited to participate. Of the 36 students, 35 students were Gen Z. All participants were females enrolled as juniors or seniors in a nursing program at the same university.

Major Findings

The survey distributed contained three questions. The first question established a demographic of generational belonging. In order to establish a population of only Gen Z participants, the first question asked the participant if they were born between 1997- 2012. Of the 36 students, only 1 student was not born in the Gen Z cohort; therefore, the remaining questions of the survey were not available to that participant. All students (n=35) who answered “yes” to this question continued the survey. Results are reflected in Table 1.

Table 1

Frequency Distribution of Participant Responses to Question 1 (N=36)

Response to Question	N	%
Yes	35	97.2
No	1	2.8

Note. Question 1: Were you born between 1997-2012. If participant answered “no,” the survey automatically closed.

As the first question was to establish a baseline of only Gen Z prospective nurses, the second question asked how likely six attributes would impact their decision to accept a position. Two attributes, flexible hours (80%, n=28) and compensation/benefits (88.6%, n=31) were most commonly rated “Extremely Likely,” followed by advancement opportunities (62.7%, n=22), mentor/mentee program (57.1%, n=20), reward and recognition (28.6%, n=10), and mental health support (25.7%, n=9). In response to “Somewhat Likely,” participants indicated that mental health support (60%, n=21) was highly valued. For the categories of “Neither Likely nor Unlikely,” “Somewhat Unlikely,” and “Extremely Unlikely,” reward and recognition (n=8) was most often listed in one of these categories, followed by mental health support (n=5), mentor/mentee program (n=4), and advancement opportunities (n=2). Results are reflected in Table 2.

Table 2

Frequency Distribution of Participant Responses to Question 2 (N=35)

Benefits	<i>Extremely Likely</i>	<i>Somewhat Likely</i>	<i>Neither Likely or Unlikely</i>	<i>Somewhat Unlikely</i>	<i>Extremely Unlikely</i>
Mental Health Support	9(25.7)	21(60)	3(8.6)	1(2.9)	1(2.9)
Flexible Hours	28(80)	7(20)	0(0)	0(0)	0(0)
Advancement Opportunities	22(62.9)	11(31.4)	1(2.9)	1(2.9)	0(0)
Mentor/Mentee Program	20(57.1)	11(31.4)	2(5.7)	2(5.7)	0(0)
Compensation/Benefits	31(88.6)	4(11.4)	0(0)	0(0)	0(0)
Reward and Recognition	10(28.6)	17(48.6)	6(17.1)	2(5.7)	0(0)

Note. Results reported in *n*(%). Question 2: When determining your future place of employment as a registered nurse, how likely are the following benefits to impact your decision to accept a position?

The final question of the survey asked participants to rank the attributes in order of most important (1) to least important (7). The attribute listed as (1) most important was compensation/benefits (54.3%, n=19), followed by flexible hours (25.7%, n=9). Overall, flexible hours was ranked “2,” or the second most important attribute, by 34.3% (n=12) of participants followed by compensation/benefits (28.6%, n=10). For the “3”, mentor/mentee program (25.7%, n=9) and advancement opportunities (25.7%, n=9) both had the same number of respondents, resulting in a tie. The attribute most selected for “4” and “5” was mental health support (28.6%, n=10; 31.4%, n=11). Interestingly, advancement opportunities ranked “6” (60%, n=21). While having a mentor/mentee was least important,

“7”, to one (2.9%) student, all other Gen Z students choose “other” factors as least important. In “other”, students were given the option of writing in an attribute they found important, but only one student of the 35 filled in the space to rank it accordingly. This student included money.

Table 3

Frequency Distribution of Participant Responses to Question 3 (N=35)

Benefits	1 Most	2	3	4	5	6	7 Least
Mentor/Mentee Program	2(5.7)	6(17.1)	9(25.7)	4(11.4)	6(17.1)	7(20)	1(2.9)
Advancement Opportunities	2(5.7)	3(8.6)	9(25.7)	9(25.7)	10(28.6)	2(5.7)	0(0)
Flexible Hours	9(25.7)	12(34.3)	7(20)	4(11.4)	3(8.6)	0(0)	0(0)
Mental Health Support	2(5.7)	4(11.4)	4(11.4)	10(28.6)	11(31.4)	4(11.4)	0(0)
Reward and Recognition	0(0)	0(0)	3(8.6)	6(17.1)	5(14.3)	21(60)	0(0)
Compensation/Benefits	19(54.3)	10(28.6)	3(8.6)	2(5.7)	0(0)	1(2.7)	0(0)
Other	1(2.9)	0(0)	0(0)	0(0)	0(0)	0(0)	34(97.1)

Note. Results reported in *n*(%). Question 3: When determining your future place of employment as a registered nurse, rank the following benefits in order from (1) most important to (7) least important.

Chapter V: Discussion

Compensation/Benefits

Money makes the world go around, but according to the literature, Gen Z is looking less at money than generations before them (Arggwal et al., 2020). However, the results of this study found the contrary. While pay is not the only aspect of a job, prospective Gen Z nurses do consider pay as a major contributing factor to the decision-making process. Results from the first question highlight that for the majority of upcoming Gen Z nurses, compensation/benefits are extremely likely to influence their choice of accepting a position. Interestingly, the second question's results indicate that compensation/benefits are not only extremely likely to impact their decision, it is the most important factor for a prospective Gen Z nurse to accept a position as 54.3% (n=19) listed it as "1", with 34.3% (n=12) listing it as "2" or the second most important factor.

Although 54.3% (n=19) of participants rated compensation and benefits as their top influencing factor for selecting a position, there were 16 participants who listed other attributes as their main driving factor of accepting a position. One possible explanation for compensation/benefits being the highest valued attribute may be that these Gen Z soon-to-be nurses do not have a work experience background that would cause them to value other attributes. On the other hand, students tend to have debt due to college; therefore, these students could be attempting to pay off their student loans in an appropriate amount of time. These possibilities would have to be further researched with a larger population of prospective Gen Z nurses. Overall, the results of this study indicate that upcoming Gen Z nurses value compensation and benefits over any other attributes in the workplace.

Flexible Hours

According to Ngoc et al. (2022) and Arggwal et al. (2020), flexible hours are highly valued by Gen Z. Flexible hours give Gen Z the freedom to be able to work and have a fulfilling life. Much of the literature highlights that Gen Z want to be able to have a beneficial work-life balance, and that work is not the only aspect that Gen Z cares about within their lives. While flexible hours can look different in nursing when compared to traditional office environments, prospective Gen Z nurses are much like the rest of their generation in wanting to obtain a proper work-life balance. The results of this study support this notion as flexible hours were named “Extremely Likely” to influence accepting positions by 80% (n=28) of upcoming Gen Z nurses surveyed and named “Somewhat Likely” by the following 20% (n=7). While flexible hours may look different in a hospital setting, some non-hospital nursing positions have switched to become more remote settings. The non-hospital settings include doctors’ offices, schools, private nursing facilities, and community health centers. Within a hospital setting, flexible hours may involve non-12-hour shifts that are typical of a traditional floor nurse. These opportunities attract prospective Gen Z nurses to positions.

Interestingly, within the results of the third question, it is indicated that flexible hours are the second most important aspect prospective Gen Z nurses will consider when accepting a job offer. While picked as the 1st most important by 25.7% (n=9), flexible hours were most commonly rated the 2nd most important by 34.9% (n=12). This result continues to reflect the literature considering flexible work practices are always considered by Gen Z job seekers but are rarely the main driving factor behind selecting a position (Aggarwal et

al., 2020). Overall, Gen Z values flexible work practices to have a proper work-life balance. The drive for the work-life balance highlights that Gen Z does not want to be mirrors of the older generations that placed high value on traditional work-environments (Ngoc et al., 2022).

Mentor/Mentee Program

While mentor/mentee programs are mentioned specifically in one article by Mărginean (2021), all other literature highlights that educational opportunities are valued by Gen Z. In nursing, new graduate nurses are precepted by an experienced nurse before they are allowed to take care of patients on their own. While schools do prepare prospective nurses for practice, true experience from caring for a patient, under a preceptor, allows for greater clinical learning. Therefore, it would be understandable for prospective Gen Z nurses to value mentor/mentee programs at jobs they might be considering. Results from the study indicate that when valued by itself, 57.1% (n=20) of prospective Gen Z nurses find that a mentor/mentee program would be “Extremely Likely” to influence their decision when considering a job and 31.43% (n=11) decided it would be “Somewhat Likely”.

Learning is highly valued by Gen Z, and the results from the second question reflect the appreciation Gen Z holds for learning. The third question’s results highlight that mentor/mentee programs were commonly reported as the third most important factor in deciding on whether to accept a position, but still not as important as compensation/benefits and flexible hours. Surprisingly, 51% (n=18) did not rate mentor/mentee programs in their top three most important factors. This devaluation of learning may be caused by the year

difference in participating upcoming Gen Z nurses as senior nursing students have gone through their final internship, while junior students will complete this internship the following year or fall semester. Overall, more research would be needed to determine if school year placement has any statistically significant impact.

Advancement Opportunities

As nursing is a highly diverse field, a new graduate nurse could settle on a unit, work for a while then move to another unit, complete a graduate program, or go into any number of specialty areas. Nursing is an area that fosters growth, and according to Argwal and Vaghela (2018), Gen Z want careers that will make them grow in their chosen career. This in part is due to Gen Z's desire for knowledge and pursuit of excellence in activities that interest them. While Gen Z values advancement opportunities, they unintentionally show that they want a career that will be stable (Goh & Lee, 2017). While it is suggested that Gen Z is not afraid to leave a job, Gen Z wants to stay at a company for longer periods of time; especially, when the company aligns with their personal morals (Kuzior et al., 2022). Valued by itself, advancement opportunities are "Extremely Likely" to influence choosing a position with 62.9% (n=22) of prospective Gen Z nurses believing this. When placed against other attributes, advancement opportunity tied with mentor/mentee programs in third place of order of importance at 25.7% (n=9).

The results indicate that soon-to-be Gen Z nurses do place value on career and advancing through their career. By choosing nursing as a profession, these Gen Z nursing students have already displayed they desire a stable career as there will always be an illness that needs to be treated. Therefore, the findings of upcoming Gen Z nurses are consistent

with current literature. Overall, while advancement opportunities are not the most important for Gen Z prospective nurses when compared to other attributes, these soon-to-be nurses value advancement opportunities because they want stable careers that will lead somewhere.

Mental Health Support

Mental health is a major concern for nurses far and wide. The Great Resignation has highlighted issues in healthcare that have led to increased burnout and turnover among nurses (Laskowskil-Jones & Castner, 2022). While COVID-19 caused strains on the entire world, healthcare workers were impacted by harsh working conditions related to lack of resources, mandatory overtime, and an influx of patients. As the COVID-19 pandemic has stretched America's healthcare system thin, current prospective Gen Z nurses have seen first-hand the effect that has been left on hospitals as well as the educational system. In this study, 60% (n=21) of participants stated that mental health support would be "Somewhat Likely" to influence their choice of position. On the other hand, participants ranked this attribute as the 4th (28.6%, n=10) and 5th (31.4%, n=11) most important overall in influencing a choice of position.

As mental health support was not mentioned in literature addressing expectations Gen Z holds of the workforce, the results of this study highlight that this attribute is an important consideration; however, there are other attributes that are more considered more important in selecting a position. While Gen Z may not consider mental health support to be a determining factor in their job selection process, they do take attribute into account before choosing a position.

Reward and Recognition

Mentioned by Arggwal et al. (2020), reward and recognition are intended to boost Gen Z's moral and encourage hard work. While extrinsic rewards such as pay bonuses are noted, Arggwal et al. (2020) notes that intrinsic rewards like complements, recognition of a job well done, and giving of learning opportunities are valued. While prospective Gen Z nurses showed they value compensation/benefits within earlier results, it would be safe to assume that reward and recognition would be similarly important due to the potential monetary nature. On the contrary, this assumption is not supported by the results of this study. In fact, reward and recognition was ranked least important by 60% (n=21) of upcoming Gen Z nurses. While it was "Extremely Likely" or "Somewhat Likely" to influence the position accepting process by 77.1% (n=27), reward and recognition were not nearly as important as other influencing factors.

While reward and recognition were rated lower than other attributes, it is still important to prospective Gen Z nurses. Reward and recognition are highly regarded by soon-to-be new graduate nurses as they will go through a period of adjustment when entering practice. This time is called transition shock and from transition shock, new graduate nurses either learn to adapt to their new responsibilities or they leave the profession after a short amount of time (Laskowskil-Jones & Castner, 2022). Small rewards and recognition during the time of transition can play a major role in the continuation of the nursing profession. With consideration to this, prospective Gen Z nurses may not consider aspects that will affect the everyday aspect of being a nurse. By having built in rewards and recognitions, new graduate nurses will have encouragement to grow on a more routine

basis. One possibility, it that participants closely related this attribute to compensation/benefits due to monetary aspects; therefore, rating reward and recognition lower as to not re-emphasize the importance of pay. Another possibility includes participants having differing interpretations of reward and recognition which may have influenced the results of the survey. Overall, further research would be needed to determine why upcoming Gen Z nurses value reward and recognition more when it is independent than in comparison to other attributes.

Implication of Findings

While much of the results of this study cohered with aspects that literature suggested Gen Z was attracted to within jobs, there were a few surprises. In contrary to previous literature, compensation/benefits was the highest rated attribute within both questions. While this aspect is not as much of a motivator for other Gen Z job seekers like in hospitality, prospective Gen Z nurses find this to be an attribute of high importance (Goh & Lee, 2018). Flexible hours proved to be a highly motivating factor for soon-to-be Gen Z nurses. This aspect is in line with the rest of the generation as many members of Gen Z wish to have remote or hybrid working situations that will allow for work-life balance (Argwal & Vaghela, 2018). While the following attributes may not have major sway when compared to each other, they are important factors that Gen Z considers when looking at positions. The attributes that are important enough to consider routinely are mentor/mentee programs, advancement opportunities, mental health support, and reward/recognition. Mentor/mentee programs highlight the value of learning for Gen Z, and while many prospective Gen Z nurses value learning, mentor/mentee programs will only be a

determining factor for the minority. Advancement opportunities are a common characteristic that prospective Gen Z nurses expect from the workforce, and results are indicative that it holds influence as it is within the top 3 attributes. Mental health support was tied for 4th and 5th when compared to other attributes; therefore, indicating that while valued, few would allow it to be the compelling factor for a job. Reward and recognition was found to be highly considered as an attractive attribute of an organization; however, when actually ranked in order of importance, it ranked as the least important. In summation, prospective Gen Z nurses expect certain aspects from the workforce and due to the nature of the career, it is plausible that all expectations may not align with the rest of their generation. Therefore, recruiting tactics should aim to please high valued attributes.

Limitations

Limitations of the study included a small sample size resulting in lack of generalizability. The sample included only Gen Z female students enrolled in their junior or senior year at one university during a fall semester. Also, due to the exploratory nature of this study, results should not be generalized for the entire population of Gen Z prospective nurses.

Implications for Nursing

The Great Resignation has created significant gaps in the healthcare workforce. While a variety of interventions can help address the issue, a part of the solution should be focused recruiting and retaining prospective Gen Z nurses. To effectively recruit, hospitals should focus on initial attraction with the highest-ranking expectations Gen Z have for the organization.

Recommendations

With the completion of data analysis, a recommendation for further research is suggested. As Gen Z continues to enter the workforce, employers need to recruit and retain Gen Z nurses in order to assist in the workforce shortage. Demographic questions of gender, work experience, and nursing cohort should be addressed in future surveys. Regarding the sample, future samples should include a variety of nursing schools to have a large sample that is diverse enough to generalize to the entire population. Further research should attempt to include other nursing degrees as it could be insightful of different student backgrounds. In summation, further research is needed to effectively evaluate prospective Gen Z nurses' expectations of the workplace.

Conclusion

The Great Resignation has had lasting impacts on the healthcare system in America, and for the most part, hospitals are focused on symptoms of the problem instead of causative factors (Linzer et al., 2022). Burnout has caused seasoned nurses to leave their positions or to leave the profession entirely (Laskowskil-Jones & Castner, 2022). As Gen Z is coming of age, they will be the future of the workforce, and for the healthcare system, Gen Z is going to be part of the solution for labor shortages worsening under the Great Resignation. If the healthcare systems want Gen Z to be a part of their solution, hospitals need to be able to recruit, and retain prospective Gen Z nurses. Hospitals should align recruitment efforts to focus on attributes upcoming Gen Z nurses highly values: compensation, benefits, and flexible hours. Upcoming Gen Z nurses have seen the pay gap between staff nurses and travel nurses; therefore, to avoid turnover, hospitals need to

increase retention efforts. To successfully retain nurses, hospitals should offer multiple workplace benefits that speak to various characteristics of Gen Z's workplace expectations. While it may not be feasible for every job position to offer such attributes, hospitals would benefit from happy, hard-working Gen Z nurses who feel like they are being treated correctly. In the end, Gen Z needs to be a part of the solution, and to do this, hospitals will need to effectively adapt to the expectations prospective Gen Z nurses hold of the workplace.

References

Aggarwal, A., Sadhna, P., Gupta, S., Mittal, A., & Rastogi, S. (2020). Gen Z entering the workforce: Restructuring policies and practices for fostering the task performance and Organizational Commitment. *Journal of Public Affairs, 22*(3).

<https://doi.org/10.1002/pa.2535>

As professors of business at universities in India, all authors are within their field of expertise. The intended audience for this work is Human Resource managers who aim to hire Generation Z as they enter the workforce. While this article focuses on policies, it provides information exploring the importance of certain aspects to Gen Z. As such, this article provides information on Gen Z's desire for compensation/benefits, feedback, flexible work practices, reward/recognition, and volunteer work. The authors recommend that further research is warranted across different continents as well as converted to include qualitative data.

Argwal, H., & Vaghela, P. (2018, December). *Work values of gen Z: bridging the gap to the next generation*. Research Gate. Retrieved from https://www.researchgate.net/publication/334400459_WORK_VALUES_OF_GEN_ZBridging_the_Gap_to_the_Next_Generation

The authors of this study are both professors at the S. R. Luthra Institute of Management in India. Dr. Argwal holds a doctorate in management while her co-author, Dr. Vaghela, holds his doctorate in philosophy. Therefore, the article is written from a valid perspective. The audience of this article are people involved in management, and the article aimed to assist management in attracting Gen Z

employees. While limitations include the limited diversity in the sample, this article still supplies important information on what Gen Z values most from the workforce.

Dimock, M. (2022, April 21). *Defining generations: where millennials end and generation Z begins*. Pew Research Center. Retrieved August 29, 2022, from <https://www.pewresearch.org/fact-tank/2019/01/17/where-millennials-end-and-generation-z-begins/>

Goh, E., & Lee, C. (2018). A workforce to be reckoned with: The emerging pivotal generation Z hospitality workforce. *International Journal of Hospitality Management*, 73, 20–28. <https://doi.org/10.1016/j.ijhm.2018.01.016>

Written in Australia, Goh and Lee specialize in the two realms of business and hospitality. The goal of the study was to determine the attitudes Gen Z holds about entering the hospitality workforce. While the audience of this article is mainly hiring managers and tourism specialists, results formulated from the study show that Gen Z goes into hospitality because they believe it will be a stable job and will be able to interact with people. One limitation of the study is the inability to generalize based upon one state in Australia. Overall, as nursing is also a people-oriented career, there are similarities to be found between the two.

Kuzior, A., Kettler, K., & Rąb, Ł. (2022). Great Resignation—Ethical, Cultural, Relational, and Personal Dimensions of Generation Y and Z Employees’ Engagement. *Sustainability*, 14(11), 6764. <https://doi.org/10.3390/su14116764>

All authors of this article are experts in their fields with extensive amounts of peer-reviewed literature published. The audience of this article are those in managerial

roles who hire new employees. Within this study, limitations include sample size and not being randomized. The article is important to include in literature as it explains why some Gen Z employees are leaving their jobs; therefore, it highlights what aspects of a job Gen Z desires. Results indicate that Gen Z wants opportunities to advance, good relationships with managers, and positive company cultures.

Laskowski-Jones, L. & Castner, J. (2022). The great resignation, newly licensed nurse transition shock, and emergency nursing. *Journal of Emergency Nursing, 48(3)*, 236–242. <https://doi.org/10.1016/j.jen.2022.03.010>

With firsthand experience in nursing practice and academia, both authors are highly published with many years in the field. With an intended audience of healthcare professionals in the emergency setting, the authors provide substantial knowledge for the current situation of healthcare. Although this article does not focus on Gen Z values, it brings a plethora of information regarding transition shock, emergency nursing, and the Great Resignation. This article displays difficulties experienced by hospitals as well as nurses; therefore, this article is relevant and important to research based on current healthcare issues.

Linzer, M., Griffiths, E. P., & Feldman, M. D. (2022). Responding to the Great Resignation: Detoxify and rebuild the culture. *Journal of General Internal Medicine, 1–2*. Advance online publication. <https://doi.org/10.1007/s11606-022-07703-1>

As doctors involved in academia, these authors have academic expertise as well as personal experiences within the healthcare world. The audience of this article are medical professionals. This editorial emphasizes the issues associated with current

medical culture and provided possible solutions to the issue of the Great Resignation. This article is important to current research as it provides options that hospitals and other healthcare facilities can try to retain more staff. These solutions can be applied to soon-to-be Gen Z nurses in an attempt to retain them once they join the workforce.

Mărginean, A. E. (2021). Gen Z perceptions and expectations upon entering the workforce. *European Review of Applied Sociology, 14*(22), 20–30. <https://doi.org/10.1515/eras-2021-0003>

The author is a graduating PhD student who has completed degrees in Sociology and Psychology. The audience of this article is academia in Romania as it researches the perceptions of university students in Romania. Focusing on the perceptions of Gen Z, this explorative study covered broad characteristics and expectations of entering the workforce. One consideration is that the author provides caution in interpretation of results due to the broad nature of the study. This article is relevant as it provides possible perceptions that American Gen Z students may hold. In addition to this, it contributes to background knowledge of generational perceptions.

Ngoc, T., Viet Dung, M., Rowley, C., & Pejić Bach, M. (2022). Generation Z job seekers' expectations and their job pursuit intention: Evidence from transition and emerging economy. *International Journal of Engineering Business Management, 14*. https://doi.org/10.1177_18479790221112548

With the array of specialty perspectives from each author, this article comes together to provide information on what Gen Z jobs seekers most value in a transition economy. With an audience of business management, Ngoc et al. cultivated research that would allow for the audience to have a better understanding of how to recruit new Gen Z employees. With limitations of a small sample size and a qualitative approach, the results should not be generalized. Results indicated that Gen Z desires work-life balance, a positive company-social responsibility, and a positive working environment.

Roy, K., Coelho, P., & Sharma, P. (2022). Employer attractiveness: Generation Z Employment Expectations in India. *CARDIOMETRY*, (23), 433–444.

<https://doi.org/10.18137/cardiometry.2022.23.433443>

Authors of this work are professors at the same university in India who are within business and economics academia. The audience of this article are companies that recruit on college campuses for highly skilled workers. One limitation of this study was the non-diverse sample; therefore, this study can't be applied to all Gen Z job seekers. Results indicate that Gen Z looks for companies that foster growth and learning. As this result mirrors much other literature, it is useful to have within the grouping of literature.

Sherman, R. (2006). Leading a multigenerational nursing workforce: Issues, challenges and strategies. *OJIN: The Online Journal of Issues in Nursing*, 11(2).

<https://doi.org/10.3912/ojin.vol11no02man02>

Yong, E. (2021, November 18). *Why health-care workers are quitting in droves*. The Atlantic.

Retrieved from <https://www.theatlantic.com/health/archive/2021/11/the-mass-exodus-of-americas-health-care-workers/620713/>

10 Tips for Hiring—and Retaining—Gen Z Employees.

(2021). *HRNews*, <https://ezproxy.gardner-webb.edu/login?url=https://www.proquest.com/trade-journals/10-tips-hiring-retaining-gen-z-employees/docview/2477682968/se-2>

Appendix A

Quality Improvement Council Approval to Conduct Study

QI Application HSON Final Approval – Amelia Borders



o Anna Hamrick

Wednesday, October 12, 2022 at 2:18 PM

To: o Tracy Arnold; o Amelia Borders; Cc: o Anna Hamrick; o Melissa McNeilly; o Yvonne Smith



[Download All](#) · [Preview All](#)

← You replied to this message on 10/12/22, 8:54 PM.

Show Reply

Dr. Arnold and Amelia -

Thank you for your submission to the Hunt School of Nursing Quality Improvement (HSON QI) Committee.

Your project entitled: "Prospective Gen Z Nurses Expectations of the Workforce" has been approved as a quality improvement project effective today.

Please make sure to use the attached application and materials as the final copies for your project.

If you have any questions or concerns, please reach out to a member of the HSON QI Committee.

Best wishes on your project!

Dr. Anna S. Hamrick, DNP, FNP-C

Associate Director, Hunt School of Nursing

Associate Professor of Nursing

Chair, GWU Faculty

Gardner-Webb University, College of Health Sciences, Hunt School of Nursing

Office Address: CoHS Office 110, [315 West College Ave, Shelby, NC 28152](#)

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Phone (704) 406-2460 | Fax (704) 406-3919 | Email ASHamrick@gardner-webb.edu

To schedule a Zoom meeting, click on this [Calendar Link](#).

Appendix B CITI Modules

COLLABORATIVE INSTITUTIONAL TRAINING INITIATIVE (CITI PROGRAM) COMPLETION REPORT - PART 1 OF 2 COURSEWORK REQUIREMENTS*

* NOTE: Scores on this [Requirements Report](#) reflect quiz completions at the time all requirements for the course were met. See list below for details. See separate Transcript Report for more recent quiz scores, including those on optional (supplemental) course elements.

- **Name:** Amelia Borders (ID: 11637415)
- **Institution Affiliation:** Gardner-Webb University (ID: 2267)
- **Institution Email:** aborders1@gardner-webb.edu
- **Institution Unit:** Hunt School on Nursing
- **Phone:** 8437548598

- **Curriculum Group:** Graduate School of Nursing Research Investigators
- **Course Learner Group:** Same as Curriculum Group
- **Stage:** Stage 1 - Basic Course

- **Record ID:** 51913127
- **Completion Date:** 04-Oct-2022
- **Expiration Date:** 03-Oct-2025
- **Minimum Passing:** 85
- **Reported Score*:** 100

REQUIRED AND ELECTIVE MODULES ONLY	DATE COMPLETED	SCORE
Gardner-Webb University (ID: 14691)	04-Oct-2022	No Quiz
Belmont Report and Its Principles (ID: 1127)	04-Oct-2022	3/3 (100%)
Students in Research (ID: 1321)	04-Oct-2022	5/5 (100%)
History and Ethical Principles - SBE (ID: 490)	04-Oct-2022	5/5 (100%)
Defining Research with Human Subjects - SBE (ID: 491)	04-Oct-2022	5/5 (100%)
The Federal Regulations - SBE (ID: 502)	04-Oct-2022	5/5 (100%)
Assessing Risk - SBE (ID: 503)	04-Oct-2022	5/5 (100%)
Informed Consent - SBE (ID: 504)	04-Oct-2022	5/5 (100%)
Privacy and Confidentiality - SBE (ID: 505)	04-Oct-2022	5/5 (100%)
Research with Prisoners - SBE (ID: 506)	04-Oct-2022	5/5 (100%)
Research with Children - SBE (ID: 507)	04-Oct-2022	5/5 (100%)
Research in Public Elementary and Secondary Schools - SBE (ID: 508)	04-Oct-2022	5/5 (100%)
International Research - SBE (ID: 509)	04-Oct-2022	5/5 (100%)
Internet-Based Research - SBE (ID: 510)	04-Oct-2022	5/5 (100%)
Research and HIPAA Privacy Protections (ID: 14)	04-Oct-2022	5/5 (100%)
Vulnerable Subjects - Research Involving Workers/Employees (ID: 483)	04-Oct-2022	4/4 (100%)
Conflicts of Interest in Human Subjects Research (ID: 17464)	04-Oct-2022	5/5 (100%)

For this Report to be valid, the learner identified above must have had a valid affiliation with the CITI Program subscribing institution identified above or have been a paid Independent Learner.

Verify at: www.citiprogram.org/verify/?k3c2ed80b-7b53-4de3-a8db-0cb884ee1483-51913127

Collaborative Institutional Training Initiative (CITI Program)

Email: support@citiprogram.org

Phone: 888-529-5929

Web: <https://www.citiprogram.org>

Appendix C Informed Consent

Prospective Gen Z Nurses Expectations of the Workforce

The purpose of this study is to determine the expectations of upcoming Gen Z nurses toward entering the workforce. As a participant in the study, you will be asked to complete an online survey. It is anticipated that the study will require about five minutes of your time. Participation in this study is voluntary. You have the right to withdraw from the research study at any time without penalty. You also have the right to refuse to answer any question(s) for any reason without penalty. The information that you give in the study will be handled confidentially. Your data will be anonymous which means that your name will not be collected or linked to the data. There are no more than minimal risks anticipated in this study. You will receive no incentive for participating in this study. You have the right to withdraw from the study at any time without penalty by exiting the survey. Data from this study will not be used or distributed for future research studies.

If you have questions about the study, contact:

Researcher: Amelia Borders
Researcher telephone: (843)754-8598
Researcher email: aborders1@gardner-webb.edu

Faculty Advisor: Dr. Tracy Arnold
Faculty Advisor telephone: (704)406-4359
Faculty Advisor email: tarnold@gardner-webb.edu

Dr. Sydney K. Brown
IRB Institutional Administrator
Telephone: 704-406-3019
Email: skbrown@gardner-webb.edu

Scanning the QR code below to continue to the survey indicates your consent to participate in the study:



Appendix D Survey

Question 1

▼  Skip to

End of Survey if no Is Selected

Were you born between 1997-2012?

yes

no

Question 2

When determining your future place of employment as a registered nurse, how likely are the following benefits to impact your decision to accept a position?

	Extremely likely	Somewhat likely	Neither likely nor unlikely	Somewhat unlikely	Extremely unlikely
Mental Health Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible Hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advancement opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mentor/Mentee Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compensation/Benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reward and Recognition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Question 3

When determining your future place of employment as a registered nurse, rank the following benefits in order from (1) most important to (7) least important:

Mentor/Mentee program	1
Advancement Opportunities	2
Flexible Hours	3
Mental Health Support	4
Reward and Recognition	5
Compensation/benefits	6
Other <input type="text"/>	7