# CAN BUSINESS LEADERS PROJECT A WORKPLACE WHICH INFLUENCES GENERATION Z MEMBERS TO STAY IN RATHER THAN GO OUT?

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**Abstract** - As business leaders are having trouble managing young people, exploring how Generation Z, who is about to enter the workplace, can be influenced rather to stay in than go out becoming an important issue. To understand this, we investigated conceptually and empirically what are the workplace expectations of Generation Z and the influenceof those expectations on the intention to leave. Our research objective was to identify what mechanism works for them by focusing on their unique features and needs. Based on a questionnaire survey of 422 undergraduate and master students in economics, we found that when they consider a job to emphasize three aspects. These aspects are to receive support and guidance in work, to make sufficient use of their skills and abilities, and to personally consider that what they do is important and to have enough time for family/social life.Our findings show that our respondents have, on the one hand, some crystallized workplace expectation sets, and on the other hand, somewhat contradictory workplace expectation sets, too. Thus, this research can be considered a starting point in developing a model for projecting a workplace which influences Generation Z' members to stay in rather than go out. In order to touch this objective, the analyses must be extended with a research design agenda focused on the assessment of these seven workplace expectation sets and their impact on Turnover Intention Mindset on more respondents.

**Keywords** - Generation Z, workplace expectations, Turnover Intention Mindset, Romania

## I. INTRODUCTION

In 2019 an intensifying combination of economic, social, and political issues is forcing business leaders to reinvent their organizations around a human focus [1]. Deemed one of the major challenges of our times, generational research within the context of work has generated a great deal of interest. According to Rickes [2] each generation is characterized by unique features and needs configured by the prevailing economic, social, and cultural conditions. All these influences the workplace landscape, but signs of stain have started to show in new generations' relation with work. Managers, who are typically from other generations (e.g. Baby Boomers, Generation X, Generation Y) are having trouble managing their „young people", in majority members of Millennial Generation. Now, a new generation, Generation Z, those born between the mid-1990s and ending around 2012 [3] are about to enter the workplace. Demographic data show that in 2019 Generation Z will outnumber the previous generation, namely Millennials, accounting for 32 percent of the total global population [4]–[6]. Understanding how they will interact with their work and co-workers is essential for researchers as well for organizations. The current literature focuses on descriptive studies, such as identifying attributes of Generation Z and recommendations for practice, especially for education and nursing [7], [8]. A perspective on Generation Z thinking about work and workplace was offered by qualitative research conducted by Ferincz et al. [9]. Our study comes to present an initial approach to factors preceding the Generation Z` intention to leave a workplace and to investigate variables that favor or reduce the intention to leave among economic students, members of Generation Z. Understanding the reasons that lead these digital natives is an interesting line of research, as well as an important thing for any organization, which is going to succeed in planning appropriate strategies and practices to reach Generation Z.

The paper is structured in three main sections. The first section provides a theoretical background on factors related to job expectations: receiving guidance and support, work independence, work dynamics, work meaningfulness, work rewards, workplace security, and work-life balance. The second one explains the methodology used in this research, while the third section presents the data analysis and results obtained. Conclusions, limitations, and directions for future research are presented at the end of the paper.

## II. CHARACTERISTICS OF GENERATION Z

This generation, Generation Z, also called I Gen, eGen, Founders, Zappers or Centennials [10], has its beginning in the approximative time the World Wide Web became publicly available and lives in a world shaped by technology, social media, political unrest, and (our) own demographic changings. The current literature highlights ten characteristics of Generation Z: (1) avid consumers of the digital world and virtually tethered to digital communication; (2) the most formally educated generation in history, start school younger than never, and projects to stay in

education for longer than ever; (3) individualistic, express themselves vocalizing through their friendship groups - unique and exclusive; (3) underdeveloped social and relationship skills; (4) they think in hyperlinks, are multitasking, absorb information from multiple sources and shows an increasing risk for mental health concerns; (5) smart, remarkable practice, and can be characterised being superficial and with divided attention; (6) desiring convenience and immediacy, they want to fun at school and work; (7) cautions and concerned with emotional, physical and financial safety; (8) information and values of environmental protection are essential for them; (9) open-minded, diverse, and comfortable with differences; (10) they prize freedom and freedom of choice and are natural collaborators, who enjoy a conversation, not a lecture [3], [7], [11]–[15]. At this point, it is important to mention that generational characterization is based on averages [9], [16], [17], and the authors of this paper disagree on exact Generation Z attributes. According to previous authors mentioned above, not all members of Generation Z will align with general characteristics. With these cautions, these generational features will continue to require attention to meet workplace expectations of this generation.

## III. WORKPLACE EXPECTATIONS AND RESEARCH QUESTION

While some researches have demonstrated marked differences in work expectations of Generation Z compared to other generations [1], [18] questions still abound concerning the workplace expectations of this new emerging workforce. It is increasingly essential to understand preferences of the Generation Z for bringing out the best in this most critical resource in today`s hypercompetitive business environment [19]–[22]. The ideal workplace for members of Generation Z was studied by Ferincz et. al [9] with a focus on working, working environment, and working conditions. Another study focused on the question, what are the working perceptions of individuals included in Generation Z [23].

Many studies [24]–[26] include the variable receiving of guidance and support as an important factor with impact over employee turnover intention. Given that a specific characteristic of Generation Z is its underdeveloped social and relationship skills, it is interesting to explore the relation/correlation between this variable and Generation Z's mindset intention to leave a workplace.

Although Generation Z tends to respect authority and existing hierarchies, their pragmatic, cautious, and concerned nature means they will also want to be involved in the organization [7]. This leads to another emerging workplace expectation, namely work independence.

Being smart and remarkably practice-oriented, along with their capacity to absorb information from multiple sources and to manage to multitask, members of Generation Z consider work dynamics an important attribute of the workplace. This aspect was studied by Veldhoven and Meijman [27] as an explanatory factor for employees' turnover intentions.

Generation Z has grown up in times of emotional, physical, and financial instability [2], [3], [15], [17]. This means Generation Z wants a stable work position [7]. Given this, we assume that Generation Z will look for job security in their career, favouring jobs that will provide them the sense of stability that they are looking for.

Knowing that this generation is less and less loyal to his/her workplace, our study includes the variable, intention to leave a workplace. The intention to leave is associated in the literature with turnover intention, which is defined as an employee's willingness to leave the workplace voluntarily. Different studies [28], [29] show that turnover intention is a multi-stage process that contains a psychological, cognitive, and behavioral component. Especially the cognitive element has been interpreted like "intention", which means "desire"[30], [31] or "thought"[32]–[34].

As a result, we are looking for an answer to a burning question: Can business leaders project a workplace which influences Generation Z members rather stay in than go out?

## IV. RESEARCH METHODOLOGY AND DATA

The central objective of this research is to explore the workplace expectations of Generation Z and their Turnover Intention Mindset. The seven variables included as workplace expectations in this study, namely workguidance and support in work (1), work independence (2), work dynamics (3), work meaningfulness (4), work rewards (5), workplace security (6) and work-life balance (7) are expected to be negatively related to Turnover Intention Mindset.

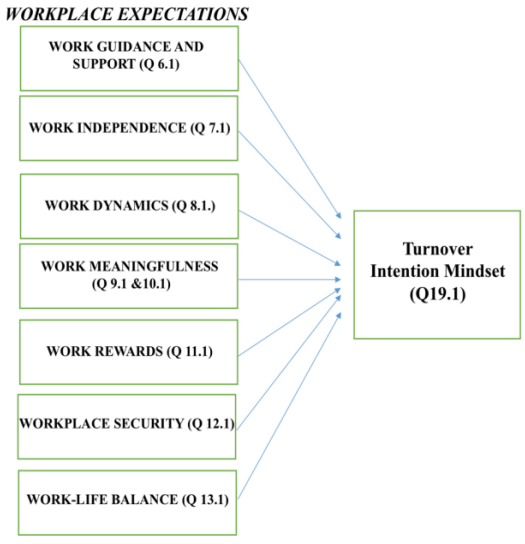


**Figure 1. The proposed research model**

In order to develop the data collection instrument, each variable included in the conceptual model was operationalized based on scales identified in the literature, which were accepted and validated in other studies exploring similar themes.

The dependent variable Turnover Intention Mindset (TIM) was operationalized using five items that assess Generation's Z general intentions towards leaving a workplace (TIM). Considering the age of our respondents, and the beginning stage in their career, this variable was designed to evaluate the general attitude of respondents towards staying or leaving a job, their approach towards this aspect, their mindset with which they enter the job market, rather than their concrete behaviour. Therefore, the five items included in this variable measured the respondents' attitude towards a constant search for new job opportunities, the periodic change of jobs, and the indefinite stay in a company. The respondents evaluated all three items on a Likert scale ranging from 1 (totally disagree) to 5 (totally agree).

The variable work guidance and support was operationalized based on the scales developed and validated by Glavin and Schieman [24], Burr et al. [35], and Moncada et al [25]. A total of nine items were used to assess the importance participants placed on receiving social support, feedback, and help from their supervisor in their effort to fulfill the work tasks. The respondents evaluated all nine items on a Likert scale ranging from 1 (totally disagree) to 5 (totally agree).

The work independence variablemeasured the importance participants placed on the degree of freedom, input, and influence they can have on the job and on the planning and method of carrying out tasks. The items used for the operationalization of this variable are based onthe scale developed and validated by Veldhoven and Meijman [27].

The eight items included in this variable were evaluated by respondents on a Likert scale ranging from 1 (totally disagree) to 5 (totally agree).

The variable work dynamics was also based on the work of Veldhoven and Meijman [27] and measured the importance participants placed on the degree of change and creativity demanded by a profession/career/job. This variable was operationalized using six items, which were evaluated by participants on a Likert scale ranging from 1 (totally disagree) to 5 (totally agree).

The fourth variable included in this study as a work expectation is work meaningfulness, which can be considered a psychological resource on the job, contributing to the employee's personal development and enriching his/her role in the organization [36]. Seven items were used to measure work meaningfulness in this study, adapted from Britt et al. [37] and Hoang [36]. All items were evaluated by participants on a Likert scale ranging from 1 (totally disagree) to 5 (totally agree).

To evaluate the variable work rewards, we have followed the indications found in the literature and included extrinsic rewards such as salary, vacations, bonuses, on-the-job training, snacks, parties, and promotion opportunities [38]. A total of 12 items were used to explore the importance given by respondents to such extrinsic rewards. These items were also evaluated by participants on a Likert scale ranging from 1 (totally disagree) to 5 (totally agree).

The variable workplace security was designed to measure how important it is for participants that their profession will provide a reliable income and offer them a steady career path. To operationalize this variable, we used the scale of Watt and Richardson [39], which consists of 3 items measures on a Likert scale ranging from 1 (totally disagree) to 5 (totally agree).

The seventh workplace expectation variable included in this study was work-life balance, which measured the extent to which participants are selecting a profession/career that will allow them more time for family/social commitments and other desirable quality of life aspects. This variable was also operationalized through 3 items adapted from Watt and Richardson [39]'s time for family scale.

## V. PARTICIPANTS AND DATA COLLECTION

To investigate our hypotheses, we collected data based on a sample of 1920 undergraduate and master students in economics from two universities located in the western part of Romania. The survey was constructed and disseminated using the specialized online platform Qualtrics. The initial invitation email was followed by two reminders after 14 and 21 days, respectively. The data collection was carried out during February 2019. As a result of this process, a total of 422 students submitted their responses using the provided link. The participants in the study were predominantly undergraduates (88.53%), female students (66.66%), with limited work experience. The average age of our respondents was 22.57 years. Table 1 provides a summary of the demographic characteristics of our sample.

| Variable | Mean or % |
|---|---|
| Gender | |
| Female | 66.66 % |
| Male | 33.33 % |
| Age (years) | 22.57 |
| Education | |
| Undergraduate | 88.53 % |
| Master | 11.46 % |
| Work experience | |
| No/ Internships only | 42.20 % |
| 0-2 year | 41.50 % |
| At least 3 years | 15.70 % |

**Table 1. Sample characteristics (N = 422)**

The participants in this study were informed from the very beginning about the purpose of the research, its expected duration, and procedures. They had the right to decline participation and even withdraw from the research once it had started. Also, participants' privacy and confidentiality were ensured by the fact that they filled in an anonymous questionnaire.

## VI. DATA ANALYSIS. FINDINGS AND DISCUSSIONS

Following the data collection process, the data analysis was directed towards exploring the expectations of Romanian Generation Z regarding their future job and their mentality toward turnover intentions.

Receiving support and guidance

When it comes to the importance placed on receiving support and guidance from their superior, all items that compose this variable received high scores (important and very important) from respondents. Nevertheless, the item „to be friends with the boss" recorded a considerable value (25,45%) on the neutral point of the Likert scale.

Therefore, the results indicate that when they consider a job, respondents – members of Generation Z, expect to receive support and guidance from their superior, to be listened to, to receive feedback, to be thanked for their contribution. The results concerning this variable are depicted in Table 2.

**Work independence/autonomy**

Taking into account the items that compose work independence/autonomy variable, the participants' responses transitioned from the very (5) and important (4) points of the Likert scale toward the important and the neutral (3) ones, with highest values recorded by point 4 (important) as it can be seen in Table 3. We underline the fact that 20.80% of our respondents consider that to determine the order of their work themselves is neither unimportant nor important from their perspective. Overall, having independence and autonomy in their work seems slightly less important for respondents that the previous variable, namely receiving support and guidance.

**Work dynamics**

Regarding the importance of work dynamics in their future jobs, our respondents consider the opportunity to make sufficient use of their skills and abilities to be important (49.06%) and very important (40.48%). As we can see in Table 4, all items are marked as being important and very important by participants in the study except item "To perform the same activities always" which received a considerable percent (41.02%) in the neutral point of the Likert scale. Moreover, we can remark that the percent of respondents who indicated this item is important (22.79%) is very close to the percent of respondents who indicated this item is not important (21.79%).

**Work meaningfulness**

As shown in Table 5, taking into account the items that compose work meaningfulness, 53.80% of our respondents reported the itemto personally consider that what they do on their job is important as being very important. All items that compose this variable received high scores (important and very important) from respondents, but 5 out of the 7 items recorded considerable value on the neutral point of the Likert scale. These items are: other members of the workgroup to believe in the importance of what they do (19.29%); to be able to have a real contribution to accomplishing the mission of the organization (11,41%); to work in an organization that has a great vision (10,38%); know that their work has an impact on others (10,38%); to bring a contribution at something important, something greater than yourself (10,38%).

| When you consider a job, how important it is for you that your boss... | 1 – not at all important | 2 | 3 | 4 | 5 – very important |
|---|---|---|---|---|---|
| Listens to your ideas and opinions. | 0.00% | 0.79% | 3.70% | 46.30% | 49.21% |
| Thanks you for the work you do. | 0.26% | 2.38% | 7.41% | 46.03% | 43.92% |
| Gives you positive feedback and guidance. | 0.00% | 0.53% | 2.65% | 39.95% | 56.88% |
| Says and does something to make you feel pride in your work. | 0.26% | 1.59% | 9.52% | 43.39% | 45.24% |
| Is willing to listen to your problem at work, if needed. | 0.00% | 0.79% | 3.70% | 39.68% | 55.82% |
| Offers you help and support, if needed. | 0.00% | 0.79% | 4.50% | 37.57% | 57.14% |
| Talks to you about how well you carry out your work. | 0.00% | 2.12% | 6.61% | 45.77% | 45.50% |
| To be able to discuss openly with your boss. | 0.00% | 0.53% | 2.38% | 30.16% | 66.93% |
| To be friends with your boss. | 1.85% | 6.61% | 25.40% | 33.07% | 33.07% |

**Table 2.Importance of receiving support and guidance**

| When you consider a job, how important is for you each of the following aspects... | 1 – not at all important | 2 | 3 | 4 | 5 – very important |
|---|---|---|---|---|---|
| To have the freedom to perform your duties. | 0.00% | 0.53% | 5.60% | 54.93% | 38.93% |
| To have an influence on the planning of your work. | 0.00% | 1.33% | 10.13% | 51.47% | 37.07% |
| To be able to influence the processes by which you do your work. | 0.00% | 3.47% | 23.47% | 51.20% | 21.87% |
| To decide for yourself how you perform your work. | 0.27% | 1.87% | 10.67% | 51.47% | 35.73% |
| To be able to interrupt your work if you think it is necessary? | 0.80% | 3.73% | 10.93% | 46.40% | 38.13% |
| To determine the order of your work-tasks yourself. | 0.53% | 5.87% | 20.80% | 44.00% | 28.80% |
| To participate in decisions about when something should be finished | 0.80% | 4.27% | 15.20% | 53.87% | 25.87% |
| To determine yourself how much time you spend on a specific activity. | 0.27% | 2.40% | 14.67% | 52.00% | 30.67% |

**Table 3.Importance of autonomy and independence in work**

| When you consider a job, how important is for you each of the following aspects... | 1 – not at all important | 2 | 3 | 4 | 5 – very important |
|---|---|---|---|---|---|
| To perform the same activities always. | 9.92% | 21.72% | 41.02% | 22.79% | 4.56% |
| Your work to require creativity. | 0.80% | 4.83% | 17.43% | 42.63% | 34.32% |
| Your work to be varied/diverse. | 0.27% | 3.49% | 15.28% | 50.40% | 30.56% |
| Your work to require your input. | 0.27% | 5.36% | 26.27% | 49.60% | 18.50% |
| To make sufficient use of your skills and abilities. | 0.27% | 1.88% | 8.31% | 49.06% | 40.48% |
| To have enough variety in your work. | 0.80% | 2.95% | 25.20% | 51.47% | 19.57% |

**Table 4.Importance of work dynamics**

| When you consider a job, how important is for you each of the following aspects... | 1 – not at all important | 2 | 3 | 4 | 5 – very important |
|---|---|---|---|---|---|
| To be able to have a real contribution to accomplishing the mission of the organization. | 0.27% | 2.17% | 11.41% | 58.15% | 27.99% |
| Your work to be an important part of your unit's/team success. | 0.00% | 0.82% | 7.07% | 54.62% | 37.50% |
| To personally consider that what you do in your job is important. | 0.00% | 1.09% | 7.07% | 38.04% | 53.80% |
| Other members of your workgroup to believe in the importance of what you do. | 1.09% | 4.08% | 19.29% | 44.02% | 31.52% |
| How important is for you each of the following aspects... | | | | | |
| To work in an organization that has a great vision. | 0.00% | 2.19% | 10.38% | 40.44% | 46.99% |
| To know that your work has an impact on others. | 0.00% | 0.82% | 10.38% | 49.18% | 39.62% |
| To bring your contribution to something important, something greater than yourself. | 0.27% | 1.37% | 10.38% | 40.44% | 47.54% |

**Table 5.Importance of work meaningfulness**

**Work rewards**

For our respondents, related to variable work rewards, very important (5 points on the Likert scale) are opportunities for personal development and growth (71.70%), advancement opportunities (69.51%), benefits packages (67.03%), base salary (54,95%). For the other eight items included in this variable, participants' responses transitioned from

very (5) and important (4) points on the Likert scale toward the important and neutral (3), as we can see in Table 6. We can remark that not important (2 points on the Likert scale) are the public recognition of the contribution and performance for 7,97% respondents, job rotation for 7.69% respondents, and receiving appreciation certificates, trophies, plaques, work anniversary gifts for 7.42% of our respondents. The same three items are considered not at all important (1 point on the Likert scale) by 2.75% from our respondents, in each case.

Job Security

Regarding the importance of job security, 70.33% of our respondents consider the item the job to offer a reliableincome to be very important (5) for them. All three items that compose this variable received high scores (important and very important) from respondents, but nevertheless, one item „the job to be a secure one" recorded a considerable value 12.64%) on the neutral point of the scale (3 points on the Likert scale).

| When you consider a job, how important is for you each of the following aspects... | 1 – not at all important | 2 | 3 | 4 | 5 – very important |
|---|---|---|---|---|---|
| Base salary | 0.27% | 0.82% | 1.92% | 42.03% | 54.95% |
| Possibility to receive commissions and bonuses | 0.00% | 0.55% | 7.69% | 39.84% | 51.92% |
| Possibility to receive salary increases | 0.00% | 0.27% | 2.20% | 30.49% | 67.03% |
| Benefits packages | 0.00% | 1.65% | 8.52% | 35.99% | 53.85% |
| Receiving free/subsidized meals, coffee, tea, snacks. | 1.37% | 4.95% | 19.23% | 37.91% | 36.54% |
| Receiving appreciation certificates, trophies, plaques, work anniversary gifts. | 2.75% | 7.42% | 23.90% | 35.71% | 30.22% |
| Public recognition of your contribution and performance (verbal, informal). | 2.75% | 7.97% | 22.25% | 40.93% | 26.10% |
| Informal gatherings with colleagues (parties, picnic, after-work get together) | 2.20% | 5.22% | 20.88% | 42.31% | 29.40% |
| Job rotation | 2.75% | 7.69% | 34.07% | 34.89% | 20.60% |
| Advancement opportunities | 0.00% | 0.55% | 1.65% | 28.30% | 69.51% |
| Opportunities for personal development and growth. | 0.00% | 0.55% | 2.20% | 25.55% | 71.70% |
| Opportunities to get involved in extra-job interesting activities. | 0.82% | 1.92% | 15.66% | 42.58% | 39.01% |

**Table 6.Importance of work rewards**

| When you consider a job, how important it is for you each of the following aspects... | 1 – not at all important | 2 | 3 | 4 | 5 – very important |
|---|---|---|---|---|---|
| The job to offer you a steady career path. | 0.27% | 0.82% | 3.02% | 42.03% | 53.85% |
| The job to offer you a reliable income. | 0.00% | 0.27% | 1.65% | 27.75% | 70.33% |
| The job to be a secure one. | 0.55% | 3.02% | 12.64% | 33.52% | 50.27% |

**Table 7.Importance of job security**

| When you consider a job, how important it is for you each of the following aspects... | 1 – not at all important | 2 | 3 | 4 | 5 – very important |
|---|---|---|---|---|---|
| The number of work hours a week to allow for enough free time. | 0.00% | 0.55% | 3.03% | 30.85% | 65.56% |
| The daily work schedule to fit with your family and social responsibilities. | 0.00% | 0.28% | 2.48% | 33.06% | 64.19% |
| To be able to take days off according to your personal and your family's needs. | 0.28% | 0.55% | 3.86% | 26.17% | 69.15% |

**Table 8.Importance of time for family/social life**

| Agreement with… | 1 – total disagree | 2 | 3 | 4 | 5 – total agree |
|---|---|---|---|---|---|
| I find it normal to be constantly on the lookout for new, more attractive job opportunities | 1.71% | 7.69% | 30.48% | 39.32% | 20.80% |
| I find it normal to change jobs every year. | 30.20% | 39.03% | 19.09% | 6.84% | 4.84% |
| I find it normal to stay in a job for up to 3 | 14.53% | 25.36% | 38.18% | 14.81% | 7.12% |

| | | | | | |
|---|---|---|---|---|---|
| years | | | | | |
| It seems normal to me to stay at least 5 years in an organization | 6.55% | 16.81% | 43.30% | 25.93% | 7.41% |
| It seems normal to me to remain indefinitely in a company that offers me a job that suits me | 1.14% | 0.85% | 16.24% | 46.15% | 35.61% |

**Table 9. Agreement with Turnover Intention Mindset (TIM)**

**Time for family/social life**

As we can see in Table 8, taking into account the items that compose the variable importance of time for family/social life, all three items received very high scores. Over 95.00% of our respondents consider this variable as very important (5 points on the Likert scale) or important (4 points on the Likert scale). Moreover, it is very important (5) for 69,15% from our respondents to be able to take days off according to their personal/ family's needs, for 65.56% of them that the number of work hoursa week to allow for enough free time and for 64.19% the possibility that daily work schedule to fit with their family and social responsibilities.

**Turnover Intention Mindset (TIM)**

As mentioned before, giving the age of our respondents and the beginning stage in their careers, this dependent variable was designed to evaluate the general disposition of thinking and planning towards staying or leaving a job. Related to Turnover Intention Mindset (TIM), the participants' responses are, in a way, contradictory. Respondents indicate that they are in a constant search for new job opportunities (agree - 39.32%, total agree - 20.60%), but in the same time they indicate the general disposition to remain indefinitely in a companythat offers them a job that suit them (agree - 46.15%, total agree - 35.61%). The respondents' answers related to the mindset of periodic change of jobs registered a reduced percentage for total agree (5 points on the Likert scale), especially for item "I find it normal to change jobs every year" (4.84%). The participants' responses are more spread out from total agree (5 p.) toward the total disagree (1 p.). We can see, in Table 9, two interesting aspects: a considerable percentage of our respondents indicated their total disagree (30.20%) and disagree (39.03%) with the item "I find it normal to change jobs every year"; 38.18% neither agree nor disagree to stay in a job for up to 3 years and 43.30% to stay at least 5 years in an organization.

## VII. CONCLUSIONS

A look at first-sight on results suggests that maybe in order to allow the new workers, members of Generation Z, the business world needs to prepare by taking action now, and the best way to prepare is to better understand them (Forbes, 2018).

The preliminary analysis shows that when they consider a job, respondents – members of Generation Z, tend to put on the first places the following expectations: to receivesupport and guidance in work, to make sufficient use of their skills and abilities, to personally consider that what they do is important and to have enough time for family/social life. Other factors that could be effective too for business leaders in projecting a workplace are related to variable work rewards. Offeringopportunities for personal development and growth, advancement opportunities, and benefits packagesseems slightly more important for respondents that a good base salary.

Our findings also show that our respondents have some crystallized workplace expectations. For example, our respondents consider being very important the opportunity to make sufficient use of their skills and abilities and to personally consider that what they do on their job is important. Going further, we found that respondents have somewhat contradictory workplace expectations, too. For example, all items that compose the variable workguidance and support in work received high scores, which is somewhat opposite with the item (3) included in work meaningfulness variable - to personally consider that what they do on their job is important, indicated as very important by 53.80% from our respondents. The same situation can be found related to Turnover Intention Mindset variable. On the one hand, 60.12% (agree-39.32%, total agree-20.60%) of our respondents find it normal to be constantly on the lookout for new, more attractive job opportunities and, on the other hand it seems normal for 81,76% of them to remain indefinitely in a company that offers them a job that suits them (agree46.15%, total agree- 35.61%).

The sampling method for this research and the survey response rate represents limitations, as the results cannot be extrapolated to all members of Generation Z from Romania. However, the value of this paper lies in approaching an innovative subject in the context of scarcity of consolidated studies and data.Thus, the analyses must be extended with a research design agenda focused on the assessment of these seven workplace expectations and their impact on Turnover Intention Mindset on more respondents.

Furthermore, this research can be considered as a starting point in developing a model for projecting a workplace which influences Generation Z' members to stay in rather than go out.

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