Analysis and Discussion

CHAPTER 4

ANALYSIS AND DISCUSSION

This chapter presents the results of the data analyses in line with the objectives of the study i.e. to identify the factors that influence Gen Y MBA students' choice of career in management; their career orientation or the extent to which they are Protean in their career orientation; to examine the dimensions of Employer Attractiveness they perceive important; and the impact of the Employer Attractiveness on Job Pursuit Intention. Further, results of the study exploring the differences in the study variables among various respondent groups are also presented.

Data are analysed according to each objective. Hypotheses framed are also tested and results discussed in detail. SPSS software and Visual PLS are used for data analyses. Appropriate statistical tools like Descriptive statistics, Factor Analysis, Multiple Regression, Analysis of Variance (ANOVA), Chi Square, t-test and Partial Least Squares - Structural Equation Modeling (PLS-SEM) are performed to analyse data. The results are exhibited in tables with detailed description and discussions.

First, to map the demographic profile of the respondents, Percentage Analysis is presented; Chi Square test is done to examine significance of relationship between the nominal variables - gender, specialization and undergraduate discipline.

To identify the factors that influence the Career Choice of Gen Y management students, Factor Analysis is done.

To meet the second objective of the study i.e. to examine the Protean Career orientation among Gen Y management students, Descriptive Statistics is presented. ANOVA is performed to compare means of Protean Career orientation between UG discipline and specialization groups. Chi square test is done to examine significance of relationship between the nominal variables - Protean Career orientation (categorised into 2 groups – high Protean Career orientation and low Protean Career orientation), gender, specialization and undergraduate discipline.

For exploring the perceived level of importance of the dimensions of Employer Attractiveness by management students, Descriptive statistics is used. Analysis of Variance (ANOVA) is performed to compare means of dimensions of Employer Attractiveness between respondents groups of Undergraduate discipline and Specialization.

For the fourth objective, to study the impact of factors of Career Choice and Protean Career orientation on Employer Attractiveness and its dimensions, and test hypothesis 1, Correlation Analysis is first performed to find the association among the study variables. Further, multiple regression analysis is done. Finally, to substantiate the results, Partial Least Squares Structural Equation Modeling (PLS-SEM) using Visual PLS (2.1) software is carried out.

To meet the fifth objective i.e. to investigate the influence of Employer Attractiveness dimensions on Job Pursuit Intention and test the hypotheses 2 and 3, Multiple Regression and PLS-SEM are performed.

Finally, to examine significant gender differences in Career Choice Factors, Protean Career orientation and perceived level of importance of the dimensions of Employer Attractiveness, t- test is carried out.

4.1 Demographic Profile of the Respondents

To map the demographic profile of the respondents' descriptive statistics is presented with frequency and percent. This is the initial step in the data analyses and gives an overview about the characteristics of the respondents.

Table 4.1 displays the demographic profile of the respondents. 51.6% of the respondents are male and 48.4% are female, which implies that males and females are almost in equal proportion. This implies that more females are getting an MBA degree in Coimbatore as is the case in the country which is seeing a rise in female aspirants in Business schools (MBAUniverse.com, 2012). Majority of the respondents, 94.4% are between the age group of 20 to 25 years. Only 5.6% of the respondents are above 25 years of age. 96.1% of the participants are unmarried with only 3.9% married; as most of them are below the age of 25 years which is not the appropriate marriageable age in the country. Majority (81.4%) of the respondents do not have work experience and 10.1%

have less than one year work experience and 8.5 % have more than 1 year of work experience. This is a common trend in most of the tier 2 and 3 business schools in India where work experience is not an eligibility criterion to pursue MBA. In Coimbatore as is the case in many tier 2 business schools across India people pursue their post graduate degrees, particularly full time courses early in life i.e. immediately after under graduation or within few years of doing graduation. Therefore, majority of the respondents are between the age group of 20-25 years.

Table 4.1: Descriptive Statistics - Demographic Profile

		Frequency	**Percent**
Gender	Male	249	51.6
	Female	234	48.4
Age (years)	20 – 25	456	94.4
	Above 25	27	5.6
Marital Status	Unmarried	464	96.1
	Married	19	3.9
Work Experience	No Work Experience	393	81.4
	Less than One year	49	10.1
	More than One Year	41	8.5
UG Discipline	BSc	57	11.8
	BCA	33	6.8
	BA	55	11.4
	BCOM	163	33.7
	BBM/BBA	104	21.5
	BE/BTech	71	14.7
Specialization	Finance	188	38.9
	Human Resource	184	38.1
	Marketing	69	14.3
	Operations	22	4.6
	Systems	10	2.1
	General Management	10	2.1

Source: Primary Data

The respondents vary in their undergraduate degree as the basic eligibility for pursuing MBA is graduation in any discipline followed by a high score in national level tests (e.g. CAT by all IIMs' and 100+ more institutes; XAT by XLRI Jamshedpur; XIM by Xavier Institute of Management, Bhubaneshwar, SP Jain, GIM etc.; SNAP by Institutes affiliated with Symbiosis University; MH-CET for Colleges in Maharashtra; CMAT by All India Council of Technical Education (AICTE); TANCET – Tamil Nadu Common Entrance Test for admissions in Tamil Nadu Colleges by Anna University) or individual tests of some B-Schools of India (e.g. IBSAT by ICFAI Business Schools; NMAT by Narsee Monjee Institute of Management Studies, Mumbai; MICA by Mudra Institute of Communications, Ahmedabad; IIFT by Indian Institute of Foreign Trade, Delhi and Kolkata).

It can be observed that most of the students either completed their Bachelor's degree in commerce (BCom) i.e. 33.7%; or Bachelor's in Business Administration / Management (BBA/BBM) - 21.5%, followed by students from the Engineering background comprising 14.7%. Students with Science as undergraduate degree (BSc) and Arts (BA) comprise only 11.8% and 11.4% percent respectively. Only 6.8% of the respondents have done their bachelor' in Computer Applications (BCA) in their under graduation. This is also because for most of the students who opt of arts courses like Commerce and Business Administration for their undergraduate degree opt for post graduation in business administration as the nature of the courses are similar unlike that of science courses. It is found that 60-70% of students pursue an MBA after BCom because it will equip them with basic managerial skills and give them an idea of general business principles, quantitative analysis and organizational behaviour, topics dealt with in detail in MBA (BCom retains top spot in popularity, 2012).

Many engineering graduates too choose to pursue MBA to enhance their skills and improve career prospects. Sharma and Mukherjee (2013) consider pursuing a post graduate degree in management after engineering a classic recipe for corporate success. According to Narang (2011), for managing large scale projects technical talent is in demand, to take on the role of project managers. This has eventually led to the need for management skills and people are hired for their technical knowledge coupled with management skills. Moreover, a number of organisations prefer MBA graduates with

engineering background, when recruiting from business schools. It is believed that these engineers add immense value to an organisation by bringing in a blend of techno-managerial expertise that is required to manage several key organisational functions. An MBA goes a long way in improving an engineer's employability by leveraging his/her technical skills, putting an engineer's career on a high growth path (Kalra, 2010).

The choice of specialization also varies with 38.9% students opting for Finance as their specialization; 38.1% for Human Resource Management (HRM), 14.6% opting for Marketing, 4.6% for Operations and the rest Systems (2.1%), and General Management (2.1%). It is common for most of the business schools to offer electives in the second year of MBA. Depending on their interest, students select electives in a particular area like Finance, Marketing, Human Resource Management (HRM), Operations Management, Systems etc. If students choose minimum stipulated number of electives in a particular area they can claim to have specialized in that area. In the present study, Finance seems to be the most popular area followed by HR and Marketing. This is also according to the survey result reported by Aspiring Minds (2012) where 40.1% of the students in Indian business schools are found to opt for Finance, 30.48% for Marketing and 19.88% for HRM. It is also found that there is more demand from corporate recruiters for Candidates specialized in Finance (Aspiring Minds, 2012; GMAC Corporate Recruiters Survey; 2015) followed by Marketing (Aspiring Minds, 2012). The results here however indicate Finance and HRM as the most popular specialization followed by marketing. The study findings show differences with regard to preference for HRM more that Marketing as in tier two level business schools HRM maybe a popular specialization.

Thus, it is found that the respondent group is homogenous when considering age, work experience and marital status, except in case of gender and specialization. Most of them are below 25 years with no work experience and unmarried. This truly represents the student profile in the management institutes of Coimbatore. Majority of the students choose to finish their education before working as they believe that a professional degree will enhance their chances of better job opportunities in the employment marketplace.

Next, Chi Square test is done to examine significant relationship between undergraduate discipline and gender.

Table 4.2: Cross Tabulation - Undergraduate Discipline and Gender

			Gender		Total
			Male	Female	
Undergraduate Discipline	BSc	Count	30	27	57
		% within Gender	12.0%	11.5%	11.8%
	BCA	Count	23	10	33
		% within Gender	9.2%	4.3%	6.8%
	BA & Others	Count	29	26	55
		% within Gender	11.6%	11.1%	11.4%
	BCom	Count	87	76	163
		% within Gender	34.9%	32.5%	33.7%
	BBM/BBA	Count	53	51	104
		% within Gender	21.3%	21.8%	21.5%
	BE/BTech	Count	27	44	71
		% within Gender	21.3%	18.8%	14.7%
	Total	Count	249	234	483
		% within Gender	100%	100%	100%

Source: Primary Data

Table 4.3: Chi-Square Tests - Undergraduate Discipline and Gender

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.838[a]	5	0.080
Likelihood Ratio	10.010	5	0.075
Linear-by-Linear Association	4.334	1	0.037
N of Valid Cases	483		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 15.99.

Source: Primary Data

Table 4.2 and 4.3 show the results of Chi -square test. Results show no significant relationship between gender and the undergraduate discipline of the respondents, X^2 (5, N = 483) = 9.838, p = 0.080. This means that there is no difference in the representation of male and female members in all the undergraduate disciplines. Both male and female students prefer all the specialization similarly.

Further, Chi-square test for gender and specialization is conducted. Results are presented in tables 4.4 and 4.5.

Table 4.4: Cross Tabulation - Specialization and Gender

			Gender		Total
			Male	Female	
Specialization	HRM	Count	80	104	184
		% within Gender	32.1%	44.4%	38.1%
	FM	Count	103	85	188
		% within Gender	41.4%	36.3%	38.9%
	MM	Count	41	28	69
		% within Gender	16.5%	12.0%	14.3%
	GM	Count	6	4	10
		% within Gender	2.4%	1.7%	2.1%
	OPM	Count	15	7	22
		% within Gender	6.0%	3.0%	4.6%
	Systems	Count	4	6	10
		% within Gender	1.6%	2.6%	2.1%
	Total	Count	249	234	483
		% within Gender	100%	100%	100%

Source: Primary Data

Table 4.5: Chi-Square Tests - Specialization and Gender

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.557[a]	5	0.061
Likelihood Ratio	10.646	5	0.059
Linear-by-Linear Association	4.928	1	0.026
N of Valid Cases	483		

a. 2 cells (16.7%) have expected count less than 5. The minimum expected count is 4.84.

Source: Primary Data

The Chi-square test results in table 4.4 and 4.5 show no relationship between gender and the specialization of the respondents, X^2 (5, N = 483) = 10.557, p = 0.061. This implies that there are no differences among male and female respondents in the choice of specialization or gender does not impact the preferences for a particular specialization. These findings reinforce that men and women are similar in their career aspirations and attitudes in their early career stage (Danziger and Eden, 2007; Agarwala, 2008; Gokuladas, 2010).

Therefore, it is concluded that there is no significant relationship between Gender, Specialization and UG Discipline of Gen Y management students. Now, the factors that influence the Career Choice of these respondents are examined.

4.2 Factors influencing the Career Choice of Generation Y Management students

To identify the factors that influence Career choice of Gen Y management students, 14 - item scale developed by Ozbilgin *et al.* (2005) is adopted. To identify a small number of factors that explain most of the variance observed in this large number of manifest variables that is 14 items, Factor Analysis is done. Sample items are measured on a scale ranging from 1 = not important, through 7 = extremely important. The minimum amount of data for factor analysis is satisfied, with a final sample size of 483 providing a ratio of over 34 cases per variable.

Before conducting factor analysis a descriptive statistics of the 14 items of the scale developed by Ozbilgin *et al*. (2005) is presented in table 4.6.

Table 4.6: Descriptive Statistics - Factors Influencing Career Choice

Factors Influencing Career Choice	Mean	Std. Dev.
My skills and abilities	6.3644	0.87599
My education and training	5.9669	0.96781
Financial rewards in this career	5.4658	1.15427
I have a free choice in making my career decisions	5.5963	1.27559
Quality of life associated	5.6418	1.00933
Promotion opportunities	5.6170	1.15423
Training and education	5.7350	1.10269
My love of this career	5.8861	1.18491
Success stories of friends, family	5.1263	1.41223
My knowledge of labour market	5.1366	1.33185
My financial/ economic condition	5.2857	1.27583
Ease of access to this career	5.1698	1.20173
Chance, luck or circumstances	4.7888	1.53281
Lack of access to other career options	4.6335	1.63223

Source: Primary Data

Table 4.6 displays the mean and standard deviation of the factors of career choice. It is found that respondents rate their Skills and Abilities (M = 6.36) and 'Education and Training' (M = 5.97) as the main influencers of their Career Choice. Respondents also rate 'Chance, luck or circumstances' (M = 4.79), and 'Lack of access to other career options' (M = 4.63) as least important influencers of their Career Choice.

This implies respondents' choice of a career is based on their skills and abilities i.e. they believe that they have the necessary skills and abilities to pursue a career in management. Similarly, they rate 'chance and luck' and 'lack of access to other career options' least important when choosing a career. This shows they are sure and clear about

their career choices, and take a well-informed decision. These young individuals opt for a career in management because they feel they have the necessary skills, abilities and education required for a career in management. They depend less on their luck or chance when deciding to pursue their MBA degree. Similarly, lack of access to other career options is not the most important reason Gen Y students choose to do MBA.

Initially, the factorability of the 14 Career Choice items is examined. Firstly, it is observed that all 14 items correlated at least 0.3 with at least one other item, suggesting reasonable factorability (Appendix 2, Table A 2.1). Secondly, the Kaiser-Meyer-Olkin measure of sampling adequacy is 0.857, above the commonly recommended value of 0.6 (Kaiser, 1974), and Bartlett's test of sphericity (Bartlett, 1950) is significant, $p < 0.05$ (Appendix 2, Table A 2.2). The diagonals of the anti-image correlation matrix are also all over 0.5. Communalities indicate the amount of variance in each variable that is accounted for and it is found that the communalities of the 4th and the 8th item ('Free Choice in career decisions' and 'Love for this career') to be below 0.2 and of all the others above 0.3 (Appendix 2, Table A, 2.3), Therefore the 4th item (Free Choice in career decisions) and 8th item (Love for this career) are removed and the rest of the 12 items sharing substantial common variance with other items are retained.

Given these overall indicators, factor analysis is deemed to be suitable with all 12 items after dropping Career Choice items 4 and 8 ('Free Choice in career decisions' and 'Love for this career') using Principle components analysis to identify and compute composite scores for the factors influencing Career Choice. Factor analysis show communalities of all the items to be above 0.4 as shown in Table A, 3.4 of Appendix 2. The Kaiser-Meyer-Olkin measure of sampling adequacy is given as 0.783, above the commonly recommended value of 0.6 (Kaiser, 1974), and Bartlett's test of sphericity (Bartlett, 1950) is significant, $p < 0.05$ (Appendix 2, Table A, 2.5). Of the three factors that emerged, which explains 55% of the variance, the eigen values of the first factor explains 32.84% of the variance, the second factor 14.11% of the variance, and a third factor 8.6% of the variance (Appendix 2, Table A, 2.6). The rest of the factors had eigen values of less than one. Further, two items "financial condition" and "ease of access" are eliminated because they did not contribute to a simple factor structure and failed to meet

a minimum criteria of no cross-loading of 0.3 or above (Appendix 2, Table A, 2.6). The items have factor loadings between 0.4 and 0.6 on both factor 1 and 2. Further, the final factor analysis is done after examining the factorability of the 10 Career Choice items with Kaiser-Meyer-Olkin measure of sampling adequacy at 0.807 and Bartlett's test of sphericity $p = 0.000$, presented in table 4.7.

Table 4.7: KMO and Bartlett's Test – Factors Influencing Career Choice

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.807
Bartlett's Test of Sphericity	Approx. Chi-Square	987.267
	df	45
	Sig.	0.000

Table 4.8: Total Variance Explained - Factors Influencing Career Choice

Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
3.16	31.671	31.671	3.16	31.671	31.671	2.14	21.423	21.423
1.63	16.389	48.060	1.63	16.389	48.060	2.05	20.546	41.968
1.06	10.156	58.216	1.01	10.156	58.216	1.62	16.247	58.216
0.799	7.987	66.202						
0.725	7.246	73.448						
0.615	6.152	79.601						
0.602	6.022	85.623						
0.542	5.417	91.040						
0.459	4.589	95.629						
0.437	4.371	100.000						

Extraction Method: Principal Component Analysis

Table 4.9: Rotated Component Matrix[a] – Career Choice Factors

	Component		
	1	**2**	**3**
Chance, luck or circumstances	0.805		
Lack of access to other career options	0.771		
Success stories of friends, family	0.652		
My knowledge of labor market	0.586		
Quality of life associated		0.761	
Promotion opportunities		0.744	
Training and education		0.712	
Financial rewards in this career		0.485	
My skills and abilities			0.858
My education and training			0.788

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization

a. Rotation converged in 4 iterations.

Tables 4.8, 4.9 and 4.10 present the results of the final factor analysis. Three factors emerge and explain 58.21% of the variance, the eigen value of the first factor explains 31.671% of the variance, the second factor explains 16.689% of the variance and the third factor explains 10.156% of the variance (table 4.8). Factor 1, 2 and 3 have items with factor loadings more than 0.4 and there is no cross loading of item(s) of more than 0.4 on any of the three factors (table 4.9).

Table 4.10 Results of Principal Component Analysis - Career Choice Factors

Scale Items	Mean	Std. Dev	Factor Loading	Eigen Values	% Variance Explained	Cronbach Alpha
Factor 1: External Influences, M = 4.921						
Success stories of family, friends	5.126	1.412	0.805	3.16	21.423	0.699
My knowledge of labour market	5.136	1.331	0.771			
Chance, luck or circumstances	4.788	1.532	0.652			
Lack of access to other career options	4.633	1.632	0.586			
Factor 2: Career Benefits, M = 5.615						
Financial rewards in this career	5.465	1.154	0.761	1.63	20.546	0.700
Quality of life associated	5.641	1.009	0.744			
Promotion opportunities	5.617	1.154	0.712			
Training and education	5.735	1.102	0.485			
Factor 3: Own Education, M = 6.166						
My skills and abilities	6.364	0.8759	0.858	1.06	16.247	0.628
My education and training	5.966	0.9678	0.788			
Overall					58.216	0.748

Table 4.10 reports the factors and Factor 1 is named "External Influences" and includes 4 items (α = 0.69) – "Success stories", "Knowledge of labor market", "Chance, luck or circumstances" and "Lack of access to other career options". This is because

these items indicate the external elements in the environment that influences the career choice of the respondents. These items represent the environmental forces outside the self and not internal which is relating to the self. Factor 2 is named "Career Benefits" includes four items (α =0.7), "Quality of life associated", "Promotion opportunities", "Training and education" and "Financial rewards in this career" that represent the benefits that are associated with a career. Factor 3 "Own Education" had two items (α = 0.63) – "My Skills and Abilities", and "My Education and training" which is indicative of the respondents' perception that their education and skills are the deciding aspect when choosing a career.

From table 4.10 it is evident that the mean of factor "Own Education" is highest at 6.166 than the other two factors indicating that the respondents when making their career choice consider their own skills and education as important for their choice of career. They believe that their abilities and education is suitable to pursue a career in management education. According to Beauregard (2007) preparation for work involves developing an occupational self-image, wherein an individual attempts to match his or her strengths and weaknesses, values, and preferred lifestyle with the requirements and advantages of a range of different occupations. Brown (2002) describes the process of choosing a career as one of estimating one's ability and values, estimating the skills and abilities required for success in a given occupation, and estimating the work values that will be satisfied by the various occupational alternatives available. Gen Y are also known to be intrinsically motivated and optimistic (Eugene and Jinping, 2013), therefore their career choice is highly influenced by their belief in the suitability of their skills and education for a career in management.

The other factor higher in mean value next to "Own Education" is "Career Benefits" (Mean = 5.615). This indicates the importance of benefits associated with the career in influencing management students in their career choice. It is also reported that objective career success that includes such things as pay, promotions, and occupational status often typifies MBAs, where the degree itself is a gateway to a successful managerial career (Ng *et al*., 2008) and it is true in this case too where MBA students choice of a career is motivated by the benefits like financial rewards, development opportunities and good quality of life.

Of these, career choice motive of "Own Education" is an intrinsic influencer as intrinsic reasons are those which reflect themes of personal satisfaction and having an interest in the subject and career itself; and "Career Benefits" and "External Influences" are extrinsic in nature as extrinsic reasons are those that cover aspects such as the job market, security, money and incentives. "External Influences" are seen to influence the career choice of the management students to a lesser extent as they do not seem to be influenced by the environment when choosing a career. Konrad *et al.* (2000) describe "extrinsic" as fulfilling or facilitating the fulfilment of material needs and "intrinsic" as fulfilling or facilitating the fulfilment of other, often higher order needs, such as self-determination, self-expression etc. They also state that it is difficult to categorise some job attributes as intrinsic or extrinsic. For example, "good training and development opportunities" may be seen by some to be "intrinsic", because it links to self-development and self-realisation in work, whereas to others it may be seen as "extrinsic", because of its association with "up-skilling" and probable subsequent and consequential wage increases. Thus, the respondents' choice of career in management is based more on their own education, skills and abilities, and benefits associated with the career, which are all internal and less influenced by external forces like job market or chance and luck. This indicates that Gen Y members are aware of their abilities and tend to choose a career based on their confidence in their skills and education. They plan their career and do not leave to chance or circumstances to decide their career path. Also, the decision to pursue a career in management is not primarily because they do not have other career choice.

Thus, through factor analysis, three factors that influence the Career Choice of Gen Y management students are identified. These three factors - "External Influences", "Own Education" and "Career Benefits" are used in the forthcoming analyses.

Next, Protean Career orientation among Gen Y management students is examined using Descriptive Statistics, ANOVA (to compare means of Protean Career orientation among UG discipline and specialization groups) and Chi square test.

4.3. Protean Career Orientation among Gen Y Management Students

Protean Career orientation is an approach to career attitude where individuals take responsibility of their career, are self-directed and values – driven. They do not depend on external factors and organisations to manage their career. The present turbulent times

heralded by globalisation, technological advances and changing business environment have given rise to this modern approach to career as against the traditional career. Agarwala (2008) reports that Indian management students are predominantly Protean in their career orientation. To examine whether Gen Y management students of Coimbatore are the Protean in their career orientation, Descriptive statistical analysis is carried and the results presented in table 4.11. Thereafter Chi-square test and ANOVA are conducted.

Table 4.11: Descriptive Statistics: Protean Career Orientation

Items	Mean	Std. Dev.
If development opportunities are not offered by my company, I will seek them out on my own	5.8799	1.11295
I am responsible for my success or failure in my career.	5.7992	1.05209
Overall, I have a very independent, self-directed career.	5.5818	1.12453
Freedom to choose my own career path is one of my most important values.	5.6749	1.14142
I am in charge of my own career	5.7681	1.10076
Ultimately, I depend upon myself to move my career forward.	5.6294	1.23961
Where my career is concerned, I am very much "my own person."	5.6335	1.17560
I will rely more on myself than others to find a job whenever necessary.	5.5611	1.17807
I will navigate my own career, based on my personal priorities, as opposed to my employer's priorities	5.5694	1.21234
It doesn't matter much to me how other people evaluate the choices I make in my career	5.5114	1.21085
What's most important to me is how I feel about my career success, not how other people feel about it	5.5176	1.18304
I'll follow my own conscience if my company asks me to do something that goes against my values	5.3375	1.30749
What I think about what is right in my career is more important to me than what my company thinks	5.4720	1.19332
I will side with my own values if the company asks me to do something I don't agree with	5.3126	1.36174
Protean Career Orientation	5.5892	0.76442

Source: Primary Data

Table 4.11 shows the mean and standard deviation of the items of the respondents' Protean Career orientation and it is evident that the respondents exhibit high Protean Career orientation. Of the items, the highest rated is the first item "If development opportunities are not offered by my company, I will seek them out on my own" (Mean = 5.89) and the lowest rated are "I'll follow my own conscience if my company asks me to do something that goes against my values" (Mean = 5.34) and "I will side with my own values if the company asks me to do something I don't agree with" (Mean = 5.31) which are part of the items that define "Values-driven" part of protean career orientation. It implies that respondents are more "Self-directed" in their approach compared to being "Values-driven". Moreover, most of the student respondents of the study do not have organisational experience, therefore they are not able to visualize the situation expressed in statements "I'll follow my own conscience if my company asks me to do something that goes against my values" and "I will side with my own values if the company asks me to do something I don't agree with". This is because the items reflect the situations faced by an employee or an individual working in an organisation. Students have rated "seeking developmental opportunities" high which is a clear characteristic of being self – directed and development oriented attitude among the students. Respondents are sure about their preference for developmental opportunities in the organisation.

The overall mean value 5.59 of Protean Career orientation suggests that the Gen Y management students are Protean in their career orientation. This finding are in line with previous studies that also establish Gen Y individuals as Protean in their Career attitude (Reitman and Schneer, 2003; Agarwala, 2008). In the current dynamic environment, there is an increasing reliance on knowledge and on intellectual capabilities which has resulted in the emergence of concepts that capture the changing nature of careers (Sullivan, 1999). Unlike the traditional employee-employer contract where employees exchanged loyalty and commitment for job security and lifetime employment, today employment relationship is transactional in nature (Rousseau, 1989; Fernandez and Enache, 2008) with less loyalty from both sides (Hall, 2002). The emergent modern approach to career management where employees no longer remain loyal to a single organisation over a long-term employment (Lyons *et al*., 2012) is very different from that of traditional theories of careers with long term contract between employees and

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organizations, where employees select an organization or sector based on their work values and remain loyal to that organization or sector throughout their careers (Hansen, 2012; Lyons *et al*., 2012). The current generation graduates are job hoppers and have no issues in changing employers (Hall, 2002). Thus, Millennials or the current generation of employees are found to demonstrate this modern career approach. Employees now in order to advance in their careers do not hesitate to leave organizations and occupations, making both upward and lateral career moves in order to gain more skills and experience.

Based on the average value of Protean Career orientation (PCO) respondents are categorised into having high Protean Career orientation and low Protean Career orientation. Respondents with mean value between 1.00 and 4.99 are put into the category of low Protean Career Orientation, and those above 4.99 are considered to be having high Protean Career Orientation. Results are given in Table 4.12.

Table 4.12: Low and High Protean Career Orientation among the Respondents

	Frequency	**Percent**
Low Protean Career Orientation	93	19.3
High Protean Career Orientation	390	80.7
Total	483	100.0

Source: Primary Data

It is observed from table 4.12 that 19.3% of the respondents demonstrate low protean career orientation and 80.7% demonstrate high protean career orientation. This is in line with the literature that Gen Y individuals exhibit Protean Career Orientation (King, 2003; Reitman and Schneer, 2003; Sargent and Domberger, 2007; Agarwala 2008). The Gen Y management student respondents in the present study too are predominantly Protean in their career orientation.

Further, the relationship between gender and the two categories of Protean Career orientation are examined.

Table 4.13: Cross Tabulation - Gender and Protean Career Orientation

			Protean Career Orientation		Total
			Low	High	
Gender	Male	Count	51	198	249
		% within PCO	54.8%	50.8%	51.6%
	Female	Count	42	192	188
		% within PCO	45.2%	49.2%	48.9%
	Total	Count	93	390	483
		% within PCO	100%	100%	100%

Source: Primary Data

Table 4.13 shows of the respondents who have low Protean Career orientation, 54.8% are female and 45.2% are male. Similarly, of the total respondents exhibiting high Protean Career orientation, 50.8% are female and 49.2% are male.

Table 4.14: Chi-Square Tests - Gender and Protean Career Orientation

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	0.498[a]	1	0.480
Likelihood Ratio	0.499	1	0.480
Linear-by-Linear Association	0.497	1	0.481
N of Valid Cases	0483		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 45.06

Table 4.14 present the results Chi Square test. Results show no significant relationship between high and low Protean Career orientation groups and gender of the respondents [X^2 (1, N = 483) = 0.498, p = 0.480]. This means that there is no significant relationship between gender and Protean Career orientation. There is equal representation of male and female members in both categories of Protean Career orientation that is low and high. This again reinforces earlier view that male and female respondents are similar in their career attitude and aspiration in their early career stage.

Further, to examine in detail if there is any relationship between the two categories (high and low) of Protean Career orientation and the Undergraduate discipline Chi-square test is conducted.

Table 4.15: Cross Tabulation - UG Discipline and Protean Career Orientation

			Protean Career Orientation		Total
			Low	High	
UG Discipline	BSc	Count	12	45	57
		% within PCO	12.9%	11.5%	11.8%
	BCA	Count	4	29	33
		% within PCO	4.3%	7.4%	6.8%
	BA & Others	Count	9	46	55
		% within PCO	9.7%	11.8%	11.4%
	BCom	Count	23	140	163
		% within PCO	24.7%	**35.9%**	33.7%
	BBM/BBA	Count	31	73	104
		% within PCO	**33.3%**	18.7%	21.5%
	BE/BTech	Count	14	57	71
		% within PCO	15.1%	14.6%	14.7%
	Total	Count	93	390	483
		% within PCO	100%	100%	100%

Source: Primary Data

Table 4.16: Chi-Square Tests - UG Discipline and Protean Career Orientation

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.728[a]	5	0.039
Likelihood Ratio	11.282	5	0.046
Linear-by-Linear Association	1.307	1	0.253
N of Valid Cases	483		

a.   0 cells (0%) have expected count less than 5. The minimum expected count is 6.35.

Source: Primary Data

Tables 4.15 and 4.16 present the results of Chi Square test. Results show significant relationship between Protean Career category and undergraduate discipline of the respondents [X^2 (5, N = 483) = 11.728, p = 0.039]. This is an indication that respondents from a particular undergraduate discipline will exhibit significantly higher or lower Protean orientation than respondents from another undergraduate discipline. It is found that within the group of respondents exhibiting low Protean orientation, the highest percent of students with low Protean Career orientation is from BBM/BBA (33.3%), and, the highest percent of students exhibiting high Protean Career orientation is from BCom (35.9%). The reasons may be because with a degree in BCom, individuals have many options if opting for post graduation especially in the areas of accounting like Chartered Accountancy, Masters in Commerce, Management Accounting, Public accounting etc. Apart from these Masters in Business Administration (MBA) is another favourite. It is likely that the BCom students who choose MBA over the usual accounting courses consider career decision as their responsibility. They have the freedom to take decisions regarding their career. They are not dependent on others for their career choice but are self-directed in the choice of their career. But students from BBA/ BBM background have very little options when opting for post graduation degree and are more likely to choose MBA. These students must have taken the decision to pursue BBA/ BBM after their higher secondary in consultation with their parents or under other social influences. In a way their freedom to choose a career is limited and after their graduation too they are likely to feel they have less freedom to choose their career and therefore less responsible for their career choices. It can also be noted that the students with other undergraduate disciplines are less in number as compared to BCom and BBA/ BBM and not much difference in the number or percent of students who exhibit high or low protean career orientation in each group.

Next, Chi-square test is conducted to study the relationship between specialization and low and high Protean Career orientation.

Table 4.17: Cross Tabulation - Specialization and Protean Career Orientation

			Protean Career Orientation		Total
			Low	High	
Specialization	HRM	Count	80	104	184
		% within PCO	32.1%	44.4%	38.1%
	FM	Count	103	85	188
		% within PCO	41.4%	36.3%	38.9%
	MM	Count	41	28	69
		% within PCO	16.5%	12.0%	14.3%
	GM	Count	6	4	10
		% within PCO	2.4%	1.7%	2.1%
	OPM	Count	15	7	22
		% within PCO	6.0%	3.0%	4.6%
	Systems	Count	4	6	10
		% within PCO	1.6%	2.6%	2.1%
	Total	Count	249	234	483
		% within PCO	100%	100%	100%

Source: Primary Data

Table 4.18: Chi-Square Tests - Specialization and Protean Career Orientation

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.737[a]	5	0.449
Likelihood Ratio	4.202	5	0.521
Linear-by-Linear Association	1.168	1	0.280
N of Valid Cases	483		

a. 3 cells (25.0%) have expected count less than 5. The minimum expected count is 1.93.

Source: Primary Data

Tables 4.17 and 4.18 present the results of Chi-square test. Results show no significant relationship between Protean Career Category and specialization of the respondents [X^2 (5, N = 483) = 4.737, p = 0.449]. This indicates that there is no significant

relationship between specialization and high and low Protean Career orientation. Respondents groups based on specialization do not show any difference in exhibiting high and low Protean Career orientation.

Next, ANOVA is performed to examine if student groups based on undergraduate degree and specialization differ in their Protean Career orientation.

Table 4.19: ANOVA - Undergraduate Discipline and Protean Career Orientation

	UG Discipline	N	Mean	Std. Deviation	F	Sig.
Protean Career Orientation	BSc	57	5.5451	0.72374		
	BCA	33	5.6948	0.75893	1.106	0.356
	BA & Others	55	5.6753	0.77504		
	BCom	163	5.6205	0.73649		
	BBM/BBA	104	5.4505	0.82277		
	BE/BTech	71	5.6398	0.76183		
	Total	483	5.5892	0.76442		

Source: Primary Data

Table 4.19 presents the results of ANOVA conducted to explore the differences in Protean Career orientation among students groups of various undergraduate disciplines. It is observed that maximum number of respondents have done their BCom (N=163) and BBM/BBA (N=104). The results show no statistically significant difference (F = 1.106; p = 0.356) among the student groups in their Protean Career orientation. This means that students from different undergraduate discipline do not show any differences in their Protean Career orientation.

This is because the student groups are homogenous in their age and other demographic characteristics like marital status and work experience and hence most of them have similar career aspirations and expectations from management education.

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Table 4.20: ANOVA - Specialization and Protean Career Orientation

		N	Mean	Std. Deviation	F	Sig.
Specialization	HRM	184	5.5912	0.83076		
	FM	188	5.6060	0.70786		
	MM	69	5.5745	0.72899	0.775	0.568
	GM	10	5.7286	0.90150		
	OPM	22	5.6136	0.64027		
	Systems	10	5.1429	0.90225		
	Total	483	5.5892	0.76442		

Source: Primary Data

A one-way between groups analysis of variance is conducted to explore the differences in the Protean Career scores of respondent groups based on specialization. Results are given in Table 4.20 and shows no statistically significant difference (F = 0.775; p = 0.568) in Protean Career orientation among the various specialization groups. The actual difference in mean scores between groups is also quite negligible.

Again the reason may be due to the fact that almost all of the respondents are similar in their demographic characteristics like age, work experience, marital status and belong to tier 2 business schools, hence similar in their career attitude and aspirations. Moreover, they all in their early career stages.

Thus, to conclude, the mean value 5.59 of Protean Career orientation suggests that the Gen Y management students are Protean in their career orientation and are more self-directed. Chi – square test also do not show any statistically significant relationship between the two Protean Career groups (high and low), specialization and undergraduate discipline. ANOVA results also show no difference in the mean of Protean Career orientation with regards to undergraduate discipline and specialization.

Further, the study explores the extent to which Gen Y management students assign importance to the dimensions of Employer Attractiveness.

4.4 Gen Y Management Students' perceived level of importance of dimensions of Employer Attractiveness

This section examines the third objective of the study exploring the perceived level of importance of the dimensions of Employer Attractiveness by management students. First descriptive statistics is presented. Each of the five dimensions of Employer Attractiveness – Developmental Value, Social Value, Economic Value, Interest Value and Application Value given by Berthon *et al*. (2005) is measured with five items. These measures have been developed from previous literature. All the dimensions are part of Employer Attractiveness construct and there is evidence of their importance to job seekers in previous literature.

Descriptive statistics presents the mean and standard deviation of the scores of Employer Attractiveness and its dimensions.

Table 4.21: Descriptive Statistics - Dimensions of Employer Attractiveness

	Dimensions	Cronbach α	Mean and Std Dev	Mean	Std. Dev
Development Value	Recognition from Management	0.742	5.7660 0.72375	6.0663	0.96825
	Springboard for future Development			5.6273	1.05936
	Feeling good			5.7039	1.12004
	Feeling Self-Confident			5.8178	1.14142
	Gaining Career Enhancing Exp			5.6998	1.19947
Social Value	Fun Working Environment	0.721	5.6918 0.75800	5.5010	1.22453
	Good relationship with superiors			5.7391	1.16228
	Good relationship with Colleagues			5.7329	1.17242
	Supportive and encouraging Colleagues			5.6832	1.15638
	Happy work environment			5.8427	1.16131
Interest value	Working in exciting environment	0.806	5.7235 0.74757	5.6667	1.15709
	Innovative employer			5.6232	1.13910
	Values your creativity			5.6915	1.14602
	High quality products and services			5.6522	1.14287
	Innovative products and services			5.6232	1.16432

	Dimensions	Cronbach α	Mean and Std Dev	Mean	Std. Dev
Economic value	Good promotion opportunities within the organisation	0.789	5.6693 0.79446	5.7288	1.18905
	Job Security			5.7764	1.13585
	Inter-departmental experience			5.5942	1.10868
	Above average basic salary			5.6149	1.23434
	Attractive overall compensation package			5.6874	1.11366
Application Value	Humanitarian Organisation	0.706	5.6936 0.75453	5.6625	1.22219
	Opportunity to apply what was learned at a business school			5.8696	1.13852
	Opportunity to teach others			5.6687	1.04166
	Acceptance and belonging			5.6522	1.03423
	Customer oriented organisation			5.6149	1.10672
	Overall	0.921		5.7016	0.67075

Source: Primary Data

Table 4.21 reports the descriptive statistics of the dimensions of Employer attractiveness. It is found that respondents rate all the dimensions of Employer attractiveness highly and almost equally. Very minor differences are seen in the means (Development Value = 5.766; Social Value = 5.692; Interest Value = 5.7235; Economic Value = 5.6693; Application Value = 5.6936). Thus, to summarize, management students perceive all the dimensions of Employer Attractiveness as equally important. This is because the Employer Attractiveness construct with its five dimensions have been derived from literature which shows evidence that all the dimensions are important to prospective job seekers in the organisation they seek employment among Gen Y. Further, a one-way between groups analysis of variance is conducted to explore the impact of undergraduate discipline and specialization on the scores of dimensions of Employer Attractiveness.

Table 4.22: ANOVA-Undergraduate Discipline and Dimensions of Employer Attractiveness

	UG Discipline	N	Mean	Std Deviation	F	Sig.
Development Value	BSc	57	5.8095	0.55416	1.891	0.094
	BCA	33	5.9957	0.63435		
	BA & Others	55	5.8156	0.64691		
	BCom	163	5.7432	0.70365		
	BBM/BBA	104	5.6181	0.83997		
	BE/BTech	71	5.8551	0.77478		
Social Value	BSc	57	5.5990	0.71858	0.717	0.611
	BCA	33	5.8182	0.77367		
	BA & Others	55	5.7766	0.72101		
	BCom	163	5.6924	0.76150		
	BBM/BBA	104	5.6236	0.78953		
	BE/BTech	71	5.7404	0.76143		
Interest Value	BSc	57	5.5388	0.75013	2.003	0.077
	BCA	33	5.8355	0.61458		
	BA & Others	55	5.8597	0.70389		
	BCom	163	5.7721	0.71792		
	BBM/BBA	104	5.6016	0.83861		
	BE/BTech	71	5.7807	0.73236		
	Total	483	5.7235	0.74757		
Economic Value	BSc	57	5.6447	0.67966	0.820	0.536
	BCA	33	5.8447	0.75586		
	BA & Others	55	5.7750	0.71662		
	BCom	163	5.6580	0.78060		
	BBM/BBA	104	5.5769	0.88634		
	BE/BTech	71	5.6866	0.84618		
Application Value	BSc	57	5.6386	0.57251	1.770	0.117
	BCA	33	5.8606	0.84777		
	BA & Others	55	5.7527	0.70654		
	BCom	163	5.6908	0.74377		
	BBM/BBA	104	5.5462	0.82685		
	BE/BTech	71	5.8366	0.76592		

Source: Primary Data

Tables 4.22 presents the results of ANOVA performed to examine the differences in the preferences of Employer Attractiveness dimensions among different student groups on the basis of undergraduate discipline. There are six respondent groups according to their undergraduate discipline (BE/BTECH, BBA/BBM, BSc, BA and BCOM). No statistically

significant difference is found as all the values of p are above 0.05 (Development Value -
F = 1.891, p = 0.094; Social Value - F = 0.717, p = 0.611; Interest Value – F = 2.003, p = 0.077;
Economic Value – F = 0.820, p = 0.536 and Application Value – F = 1.770, p = 0.117).
The actual difference in mean scores between groups is also quite negligible (Table 4.22).

Table 4.23: ANOVA - Specialization and Dimensions of Employer Attractiveness

		N	Mean	Std. Deviation	F	Sig.
Development Value	HRM	184	5.7671	0.78579	0.533	0.751
	FM	188	5.7758	0.69814		
	MM	69	5.8157	0.62227		
	GM	10	5.7286	0.71730		
	OPM	22	5.6818	0.67430		
	Systems	10	5.4429	0.84502		
Social Value	HRM	184	5.7003	0.82169	1.266	0.277
	FM	188	5.7333	0.72495		
	MM	69	5.6894	0.64818		
	GM	10	5.6429	0.72609		
	OPM	22	5.5325	0.72466		
	Systems	10	5.1714	0.89036		
Interest Value	HRM	184	5.7236	0.75054	0.520	0.761
	FM	188	5.7272	0.77133		
	MM	69	5.7101	0.74068		
	GM	10	5.9286	0.61445		
	OPM	22	5.7792	0.62617		
	Systems	10	5.4143	0.71730		
Economic Value	HRM	184	5.6916	0.83448	1.864	0.099
	FM	188	5.6789	0.77607		
	MM	69	5.7446	0.63283		
	GM	10	5.6875	0.89608		
	OPM	22	5.4545	0.87928		
	Systems	10	5.0125	0.92130		
Application Value	HRM	184	5.7022	0.77389	0.339	0.889
	FM	188	5.7298	0.71093		
	MM	69	5.6203	0.80888		
	GM	10	5.6200	1.12131		
	OPM	22	5.6455	0.65007		
	Systems	10	5.5400	0.71833		

Source: Primary Data

Table 4.23 present the results of ANOVA performed to examine the differences in the preferences of Employer Attractiveness dimensions among different student groups based on specialization.

According to specialization, respondents have been categorised into six groups, Human Resource Management (HRM), Financial Management (FM), Marketing Management (MM), General Management (GM), Operations Management (OPM) and Systems. No statistically significant difference is found as all the values of p are above 0.05 (Development Value - $F = 0.533$, $p = 0.751$; Social Value – $F = 1.266$, $p = 0.277$; Interest Value – $F = 0.520$, $p = 0.761$; Economic Value – $F = 1.864$, $p = 0.099$ and Application Value – $F = 0.339$, $p = 0.889$). The actual difference in mean scores between groups is also quite negligible (Table 4.23).

Thus, all the dimensions of Employer Attractiveness are perceived important (overall mean = 5.7) by management students. Besides, very little difference is observed between the mean values of each of the dimensions indicating that all the dimensions are equally important to management students. Moreover, the student groups based on undergraduate discipline and specialization do not show differences in the preferences of dimensions of Employer Attractiveness, which implies that students in their early career stage seem to show similar preferences and aspirations.

In the subsequent section impact of Career Choice Factors and Protean Career Orientation on Employer Attractiveness is examined and hypothesis 1 tested.

4.5 Influence of Career Choice Factors and Protean Career Orientation on Employer Attractiveness

To examine the fourth objective, that is to study the impact of factors of Career Choice and Protean Career orientation on Employer Attractiveness and its dimensions, and test hypothesis 1, Correlation Analysis is first performed to find the association among Career Choice factors, Protean Career orientation and dimensions of Employer Attractiveness. Further, multiple regression analysis is done to examine the impact of items of Career Choice factors and Protean Career orientation items on Employer Attractiveness. Finally, to explain the results, Partial Least Squares Structural Equation Modelling using Visual PLS software is carried out to examine the influence of the three

Career Choice factors and Protean Career orientation considered as a single construct on Employer Attractiveness.

Table 4.24: Mean, Standard Deviation and Inter-correlation between Factors influencing Career Choice; Protean Career Orientation and dimensions of Employer Attractiveness

		Mean	Std Dev	1	2	3	4	5	6	7	8	9
Career Choice Factors	**External Influences**	4.9213	1.074	1								
	Career Benefits	5.6149	0.803	0.387**	1							
	Own Education	6.1656	0.788	0.099*	0.382**	1						
Dimensions of Employer Attractiveness	**Development Value**	5.7660	0.724	0.230**	**0.434****	**0.422****	1					
	Social Value	5.6918	0.758	0.297**	**0.491****	0.390**	0.764**	1				
	Interest Value	5.7235	0.748	0.231**	0.391**	0.396**	0.663**	0.727**	1			
	Economic Value	5.6693	0.794	0.313**	**0.495****	0.336**	0.699**	0.765**	0.653**	1		
	Application Value	5.6936	0.755	0.322**	0.392**	0.274**	0.570**	0.578**	0.588**	0.596**	1	
	Protean Career Orientation	5.5892	0.764	0.244**	0.380**	0.297**	**0.604****	**0.624****	**0.624****	**0.613****	**0.527****	1

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data

Table 4.24 summarizes the descriptive statistics and correlation analysis results. The results show that there is a positive relationship between Protean career orientation and each of the 5 dimensions of Employer Attractiveness i.e. Development Value (r =0.604; p<0.01), Social Value (r =0.624; p<0.01), Interest Value (r = 0.624; p<0.01), Economic Value (r = 0.613; p<0.01) and Application Value (r = 0.527; p<0.01).

Values in the table show that the strength of the relationship between Protean Career orientation and Application Value is comparatively lesser than the other 4 dimensions. Application Value includes items like 'humanitarian organisation' and 'opportunity to apply what was learnt' or in a way it is related to giving back to society. This also means that young Gen Y individuals' increase in Protean Career orientation results in a greater increase in their preferences towards Economic, Development, Social and Interest Value as compared to Application Value.

Also, all 3 Career Choice factors show significant positive relationship with the 5 dimensions of Employer Attractiveness ($p < 0.01$). The strength of the relationship of Career Choice factor "Career Benefits" is found to be greater with Development Value ($r = 0.434$; $p < 0.01$), Social Value ($r = 0.491$; $p < 0.01$), and Economic Value ($r = 0.495$; $p < 0.01$). This implies that the respondents who assign greater importance to "Career benefits" when making career choice, give greater importance to Development Value, Social Value and Economic Value in their potential employers. The Career Choice factor "Own Education" also shows stronger relationship with Development Value ($r = 0.422$; $p < 0.01$) which means greater the influence of one's education and abilities in choosing a career in management, greater will be the importance given to Development Value provided by the organisation. This indicates that the benefits associated with career plays a greater role in students' choice of career in management. Also, increase in Protean Career orientation results in increase in preferences for Economic, Development and Social Value in the work organisation. Similarly, students who choose management as their career because they perceive their skills and education are suitable for a career in management assign more importance to Development Value in the organisation they choose to work for. "External Influences" also shows positive significant relationship with all the dimensions of Employer Attractiveness ($p < 0.01$) but as compared to other two Career Choice factors, the strength of the association is lesser. "External Influences" shows strongest positive association with Economic Value ($r = 0.313$; $p < 0.01$).

Further, multiple regression analysis is run on SPSS and as discussed Visual PLS is done to examine the effects of factors of Career Choice and Protean Career Orientation on Employer Attractiveness. Multiple regression is used to evaluate the relationships between a set of independent variables and a dependent variable. The first multiple regression analysis is to

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examine the effects of the items of Career Choice Factors and Protean Career Orientation on Employer Attractiveness. Before multiple regression is conducted, the relevant assumptions of this statistical analysis are tested. The minimum ratio of valid cases to independent variables for multiple regression is 5 to 1. With 483 valid cases and 35 independent variables (items of career Choice factors and Protean Career orientation), the ratio for this analysis is 14 to 1, which satisfies the minimum requirement of 5 to 1 (Tabachnick and Fidell, 2001). The assumption of singularity is also met as the independent variables (Career Choice and Protean Career Orientation) are not a combination of other independent variables. An examination of correlations reveals that no independent variables as highly correlated. The collinearity statistics (i.e., Tolerance and VIF) are all within accepted limits and the assumption of multicollinearity has been met (Hair *et al*., 1998; Coakes, 2005). Data is also screened and purified of extreme univariate outliers. An examination of the Mahalanobis distance scores indicates no multivariate outliers. Residual and scatter plots indicated the assumptions of normality, linearity and homoscedasticity are all satisified (Hair *et al*., 1998; Pallant, 2001).

First, multiple regression analysis with Protean Career Orientation and Career Choice items as independent variables and Employer Attractiveness taken as one construct, as the dependent variable is conducted. Next, five regression analyses are performed to study the extent of the items of Career Choice Factors and Protean Career Orientation (independent variables) influence each of the five dimensions of Employer Attractiveness (dependant variable).

Tables 4.25 and 4.26 present the results of the first multiple regression analysis with Protean Career Orientation and Career Choice Factors as independent variables and Employer Attractiveness as the dependent variable.

Table 4.25: Regression Analysis with PCO and Career Choice Factors as Independent Variables and Employer Attractiveness as dependant variable: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
12	0.746[1]	0.557	0.545	0.45233	49.156	0.000[1]

Predictors: (Constant);

PCO3: I have a very independent self-directed career

PCO6: I depend upon myself to move my career forward

PCO7: Where my career is concerned, I am very much "my own person"

PCO8: I will rely more on myself than others to find job whenever necessary

PCO11: What's more important to me is how I feel about my career success; not how other people feel about it

PCO12: I will follow my own conscience if company asks me to do something that goes against my values against my values

CCF3: Success stories of friends, family

CCF4: My knowledge of labor market

CCF6: Promotion opportunities

CCF7: Training and education

CCF9: My skills and abilities

CCF10: My education and training

Dependent Variable: Employer Attractiveness

Table 4.25 shows the results of stepwise linear multiple regression analysis with PCO and Career Choice Factors as Independent Variables and Employer Attractiveness as dependant variable. The variables or items are included stepwise. The final 12th model which shows the values (R^2 and F-Statistics) of all the variables or items of Protean Career Orientation and Career Choice Factors that significantly influence Employer Attractiveness is presented in table 4.25. The complete table is presented in appendix 2 (Table A 2.8). It is seen that of the 25 items of Protean Career orientation, 6 items are significantly related to Employer Attractiveness, and of the 10 items of Career Choice, 6 are significantly related to Employer Attractiveness. Also, the predictor items of Protean Career Orientation and Career Choice Factors accounts for 54.5% ($R^2 = 0.545$) of

the variance in the dependant variable Employer Attractiveness. Table 4.25 also gives the probability of the F statistic for the regression relationship F (49.156); $p = 0.000$ which is, less than the level of significance of 0.05.

Thus, it is understood that there is a statistically significant relationship between the set of independent variables with Employer Attractiveness as the dependent variable.

Table 4.26: Coefficients[a] of the Regression Model with Employer Attractiveness as dependant variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	**Std. Error**	**Beta**		
(Constant)	1.376	0.202		6.803	0.000
PCO6: I depend upon myself to move my career forward	0.063	0.023	0.117	2.754	0.006
CCF7: Training and education	0.080	0.023	0.132	3.412	0.001
PCO3: I have a very independent self-directed career	0.098	0.022	0.164	4.400	0.000
PCO12: I will follow my own conscience if company asks me to do something that goes against my values	0.061	0.018	0.119	3.348	0.001
CCF10: My education and training	0.079	0.026	0.114	3.011	0.003
PCO8: I will rely more on myself than others to find job whenever necessary	0.059	0.022	0.104	2.738	0.006
CCF4: My knowledge of labor market	0.038	0.017	0.076	2.178	0.030
CCF6: Promotion opportunities	0.061	0.021	0.106	2.961	0.003
PCO11: What's more important to me is how I feel about my career success, not how other people feel about it	0.063	0.021	0.111	2.952	0.003
CCF3: Success stories of friends, family	0.044	0.016	0.092	2.710	0.007
CCF9: My skills and abilities	0.065	0.027	0.085	2.436	0.015
PCO7: Where my career is concerned, I am very much "my own person"	0.055	0.024	0.097	2.335	0.020

a. Dependent Variable: Employer Attractiveness

Table 4.26 gives the coefficients for the regression equation. The regression equation is as given below:

Predicted Employer Attractiveness = 1.376+ 0.063(PCO6) + 0.080 (CCF7) + 0.098(PCO3) + 0.061(PCO12) + 0.079(CCF10) + 0.059(PCO8) + 0.038(CCF4) + 0.061(CCF6) + 0.063(PCO11) + 0.044(CCF3) + 0.065(CCF9) + 0.055(PCO7)

Table 4.26 also gives the values of the standardized regression coefficient Beta (β) which is very useful, as Beta (β) gives the relative strength of each independent variable's relationship with the dependent variable. Of the 12 items that significantly influence Employer Attractiveness, six are Protean Career orientation measuring items and six items are part Career Choice Factors. From the Beta values in the table 4.26 it is seen that Protean Career orientation item number 3 - PCO3 (I have a very independent self-directed career) has the strongest relationship with Employer Attractiveness compared (β = 0.097; t =2.335; p = 0.020) to other variables of Protean Career orientation and Career Choice.

Upon analysing these items it is observed that of the items of PCO that show strong significant relationship with Employer Attractiveness are - PCO3- 'I have a very independent self-directed career' has the strongest relationship with Employer Attractiveness compared to other items (β = 0.164; t = 4.400; p = 0.000) followed by PCO12- 'I will follow my own conscience if company asks me to do something that goes against my values' (β = 0.119; t =3.348; p = 0.001); PCO6- 'I depend upon myself to move my career forward' (β = 0.117; t =2.754; p = 0.006); PCO11- 'What's more important to me is how I feel about my career success, not how other people feel about it' (β = 0.111; t = 2.952; p = 0.003); PCO8- 'I will rely more on myself than others to find job whenever necessary' (β = 0.104; t =2.738 ; p = 0.006) and PCO7- 'Where my career is concerned, I am very much "my own person"' (β = 0.111; t = 2.952; p = 0.003. These show that respondents are highly self-directed when choosing their career.

Among the Career Choice factors that show strong relationship with Employer Attractiveness (CCF7) – 'Training and education' (β = 0.132; t = 3.412; p = 0.001); CCF10: My education and training (β = 0.114; t = 3.011; p = 0.003); and CCF6: Promotion opportunities (β = 0.104; t = 2.961; p = 0.030); CCF3: Success stories of

friends, family (β = 0.092; t =2.710; p = 0.007). This indicates that the respondents are mainly motivated by opportunities to grow and learn in pursuing the career of their choice. In addition, success stories by friend and family influence their attractiveness to an organisation. This also implies that next to Protean Career orientation item 'I have a very independent career', item of "Career Benefits" – 'Training and education' has the strongest relationship with Employer Attractiveness.

Studies have shown Protean Career orientation to be positively related to subjective career success (Agarwala, 2008) while the findings with regard to objective career success (in terms of salary and promotion rate) have been inconsistent (Briscoe, 2004). For example, Hay and Hodgkinson (2006) in their study establish that students with Masters in Business Administration take career success more in terms of external criteria i.e., hierarchy and salary. Extrinsic career success encompasses salary, promotion and hierarchical status (Judge *et al*., 1999). Moreover, scholars allege that compared to the previous generations, this cohort is characterized by materialistic, and consumer culture because of the advancements in technology (Hanzaee and Aghasibeig, 2010). Literature has reported strong evidence of the significance of remuneration and compensation to Gen Y individuals (Rolfe, 2001; Meier *et al*., 2010). Gen Y demand high compensation (Smola and Sutton, 2002; Hess and Jepsen, 2009). Agarwala (2008) in a study of Indian management students reported that the students demonstrated both protean and conventional career orientation, but were predominantly Protean. Reitman and Schneer (2003) also observed that MBA graduates enjoy both self-managed and promised (conventional) career path. Thus, the results are to some extent in line with the previous findings of scholars.

Further, the PLS –SEM analysis is presented with the overall constructs Career Choice Factors, Protean Career orientation and Employer Attractiveness.
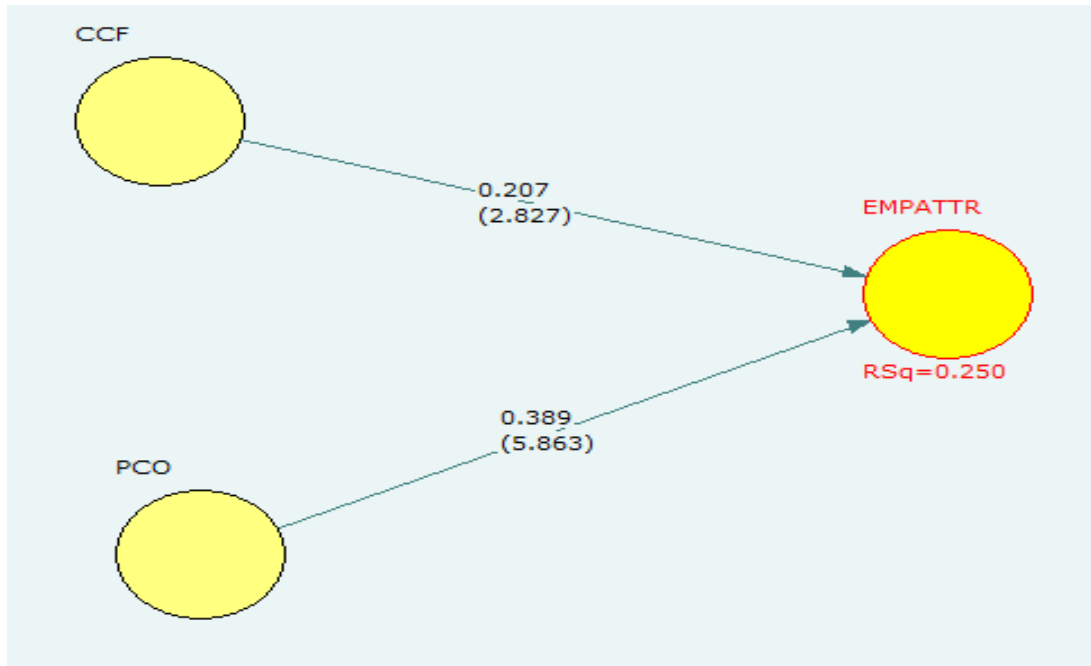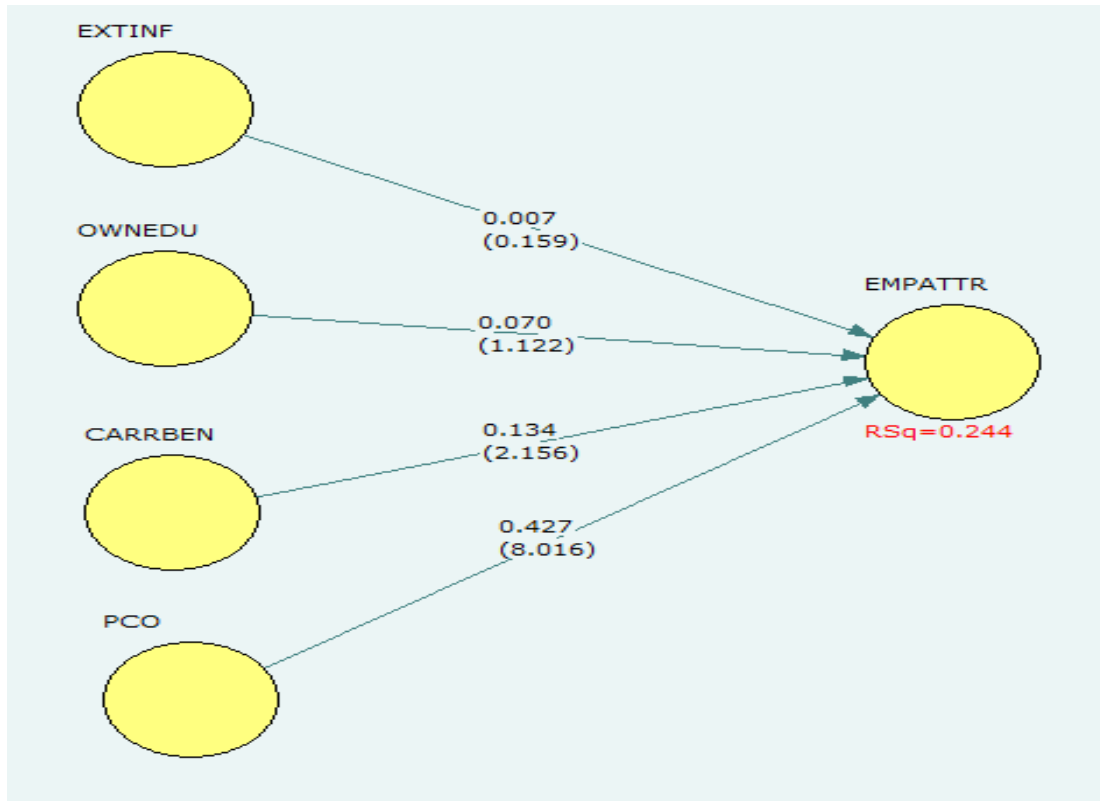
Figure 4.1: PLS path model depicting relationship between Career Choice Factors, Protean Career Orientation and Employer Attractiveness

Legend of the terms used in model

CCF   : Career Choice Factor

EMPATTR   : Employer Attractiveness

PCO   : Protean Career Orientation

From figure 4.1 it is seen that the R^2 value of 0.250 indicates the extent to which the Career Choice and Protean Career Orientation influence Employer Attractiveness and it is established that the independent variables, Career Choice items and Protean Career orientation explain 25.0% of the variation in Employer Attractiveness.

The t statistic values given in the parentheses of the paths indicate the path validity and signify the importance of the influence of the exogenous constructs on the endogenous constructs. The values are given in table 4.27. It is reported that all the three Career Choice Factors and Protean Career Orientation are strongly associated with Employer Attractiveness that is the T values are significant at 95% confidence level.

Table 4.27: Structural Model—BootStrap of relationship between Career Choice Factors, Protean Career Orientation and Employer Attractiveness

	Entire Sample estimate	Mean of Subsamples	Standard error	t - Statistic	Result
CCF->EMPATTR	0.2070	0.1303	0.0732	2.8269	S
PCO->EMPATTR	0.3890	0.4251	0.0663	5.8634	NS

S – Significant, NS – Not Significant

Table 4.27 gives the path co-efficient values and the related t statistics which test the significance of the path co-efficients and the extent of relationships between the constructs. Results indicate that the path co-efficients between Career Choice and Protean Career orientation with Employer Attractiveness is significant indicating significant association of the variables with Employer Attractiveness. The path co-efficients of Career Choice with Employer Attractiveness are $\beta = 0.2070$, $t = 2.8269$, $p < 0.01$ indicating significant association between the variables. The path co-efficients between Protean Career Orientation and Employer Attractiveness are $\beta = 0.3890$, $t = 5.8634$, $p < 0.01$.

The results give the overall relationship of the variables and shows strong statistically significant relationship among the study variables. To examine the relationship between Career Choice factors, Protean Career orientation and Employer Attractiveness in detail PLS –SEM analysis with the 3 factors of Career Choice and Protean Career orientation as independent variables and Employer Attractiveness as the dependent variable is conducted to find the extent of influence of the three Career Choice factors and Protean Career Orientation on Employer Attractiveness.

Figure 4.2: PLS path model depicting relationship between Factors influencing Career Choice, Protean Career Orientation and Employer Attractiveness

Legend of the terms used in model

EMPATTR   : Employer Attractiveness

EXTINF   : External Influences

CARRBEN   : Career Benefits

OWNEDU   : Own Education

PCO   : Protean Career Orientation

From the above figure it is seen that the construct Employer Attractiveness has an R^2 value of 0.244 which means that the factors of Career Choice and Protean Career Orientation explain 24.4% of the variability in Employer Attractiveness.

The t statistic values given in the parentheses of the paths indicate the path validity and signify the importance of the influence of the exogenous constructs on the endogenous constructs. The values are given in Table 4.28. It is reported that the Career

Choice factor "Career Benefits" and Protean Career Orientation are strongly associated with Employer Attractiveness that is the t values are significant at 95% confidence level. The Career Choice factors "External Influences" and "Own Education" are not significantly associated with Employer Attractiveness. The results are according to regression analysis presented in table 4.26 where items of Protean Career Orientation and Career Choice factors predict Employer Attractiveness.

Table 4.28 Structural Model—BootStrap of relationship between Factors influencing Career Choice, Protean Career Orientation and Employer Attractiveness

	Entire Sample estimate	Mean of Subsamples	Standard error	t - Statistic	Result
EXTINF->EMPATTR	0.0070	0.0548	0.0440	0.1590	NS
OWNEDU->EMPATTR	0.0700	0.0879	0.0624	1.1223	NS
CARRBEN->EMPATTR	0.1340	0.1294	0.0622	2.1559	S
PCO->EMPATTR	0.4270	0.4309	0.0533	8.0155	S

S – Significant, NS – Not Significant

Table 4.28 gives the path co-efficient values and the related t statistics which test the significance of the path co-efficients and the extent of relationships between constructs. Results indicate no statistical significance of the path co-efficients of "External Influences" on Employer Attractiveness (β = 0.0070, t = 0.1590, p > 0.05) implying that "Employer Attractiveness" is not influenced by Career Choice factor – "External Influences". The path co-efficients between the Career Choice factor "Own Education" and "Employer Attractiveness" are β =0.0700, t =1.1223, p > 0.05. This indicates that there is no significant association between "Own Education" and Employer Attractiveness. The path co-efficients between Career Choice factor "Career Benefits" and Employer Attractiveness (β = 0.1340, t = 2.1559, p < 0.01), are significant indicating significant association between "Career Benefits" and Employer Attractiveness. Similarly, the path co-efficients between Protean Career Orientation (β =0.4270, t = 8.0155, p < 0.01), are also significant indicating significant influence of Protean Career Orientation on Employer Attractiveness.

The result of PLS-SEM is similar to multiple regression analysis (Table 4.23 and 4.24) though in SEM the Career Choice factors "Own Education" and "External Influences" do not predict "Employer Attractiveness". Of the six items of Career Choice factors, two items that show strong relationship to Employer attractiveness are CCF7: Training and education ($\beta = 0.132$; $t = 3.412$; $p = 0.001$) and CCF6: Promotion opportunities ($\beta = 0.104$; $t = 2.961$; $p = 0.030$). CCF10: My education and training ($\beta = 0.114$; $t = 3.011$; $p = 0.003$) than others. This shows that the main predictors of Employer attractiveness are "Protean Career Orientation" and "Career Benefits".

It may thus be posited that Protean Career Orientation predicts Employer Attractiveness on account of the indicators of Employer Attractiveness that includes the dimensions Development Value, Social Value, Interest Value, Economic Value and "Application Value". Evidence shows that individuals with Protean career orientation value growth opportunities, flexible and positive work culture and work-life balance (Smola and Sutton, 2002; Balderrama, 2007; Agarwala, 2008; Hess and Jepsen, 2009; Meier *et al.*, 2010); therefore it is likely that Protean Career orientation influences preferences of specific dimensions of Employer Attractiveness and hence results show strong relationship between Protean Career orientation, "Career Benefits" and Employer Attractiveness.

Thus, to examine the relationship between Protean Career orientation and Career Choice factors, and specific dimensions of Employer Attractiveness further analysis with the each of the dimensions of Employer Attractiveness is conducted, that is to study the extent of influence of PCO and Career Choice factors on each of the dimensions of Employer Attractiveness multiple regression analyses is carried out with individual items and SEM-PLS with constructs is carried out.

Table 4.29: Regression Analysis with Development Value as dependant variable - Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
10	0.683[j]	0.466	0.455	0.53448	41.182	0.000[j]

<u>Predictors</u>: (Constant),

PCO2: I am responsible for my success or failure in my career

PCO4: Freedom to choose my own career path is one of my most important values

PCO6: I depend upon myself to move my career forward

PCO8: I will rely more on myself than others to find job whenever necessary

PCO9: I will navigate my own career based on my personal priorities; as opposed to my employer's priority

PCO14: I will side with my own values if the company asks me to do something I don't agree with

CCF7: Training and education

CCF8: Financial rewards in this career

CCF9: My skills and abilities

CCF10: My education and training

<u>Dependent Variable</u>: Development Value

Table 4.29 shows the results of stepwise linear multiple regression analysis with Development Value as the dependent variable. The table 4.30 shows the variables that are included in the model at the final step. The variables account for 45.5% (R^2 = 0.455) of the variance in Development value. The complete table is presented in appendix 2 (Table A 2.10). Table 4.29 also gives the probability of the F statistic for the regression relationship F (41.182); $p = 0.000$ which is, less than the level of significance of 0.05. Thus, it is evident that there is a statistically significant relationship between the set of independent variables – Factors of Career Choice and Protean career orientation, and the dependent variable – Development value.

Table 4.30: **Coefficients[a] of Regression Model with Development Value as dependant variable**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	B		
(Constant)	1.460	0.239		6.118	0.000
PCO6: I depend upon myself to move my career forward	0.103	0.026	0.176	3.912	0.000
CCF7: Training and education	0.071	0.026	0.109	2.780	0.006
CCF9: My skills and abilities	0.099	0.032	0.119	3.089	0.002
PCO9: I will navigate my own career based on my personal priorities, as opposed to my employer's priority	0.067	0.024	0.112	2.761	0.006
PCO8: I will rely more on myself than others to find job whenever necessary	0.079	0.025	0.129	3.117	0.002
PCO2: I am responsible for my success or failure in my career	0.068	0.028	0.099	2.405	0.017
CCF8: Financial rewards in this career	0.069	0.023	0.110	2.969	0.003
PCO14: I will side with my own values if the company asks me to do something I don't agree with	0.051	0.020	0.096	2.608	0.009
CCF10: My education and training	0.081	0.031	0.108	2.589	0.010
PCO4: Freedom to choose my own career path is one of my most important values	0.062	0.028	0.097	2.229	0.026

Dependent Variable: Development Value

The table 4.30 gives the coefficients for the regression equation. The regression equation is as given below:

Predicted Development Value = 1.460 + 0.103 (PCO6) + 0.071(CCF7) + 0.099(CCF9) + 0.067(PCO9) + 0.079(PCO8) + 0.068(PCO2) + 0.069(CCF8) + 0.051 (PCO14) + 0.081 (CCF10) + 0.062 (PCO4)

Table 4.30 also gives the values of the standardized regression coefficient Beta (β). Beta (β) gives the relative strength of the relationship between the dependent variable and each of the independent variable. From the Beta values in the table it is seen that of the items measuring Protean Career orientation, PCO6- 'I depend upon myself to move my career forward' (β = 0.176, t = 3.912, p < 0.000) has the strongest relationship with Development Value followed PCO8- 'I will rely more on myself than others to find job whenever necessary' (β = 0.129, t =3.117, p = 0.002); PCO9- 'I will navigate my own career based on my personal priorities, as opposed to my employer's priority' (β = 0.112, t = 2.761, p = 0.006); PCO2- 'I am responsible for my success or failure in my career' (β = 0.099, t = 2.405, p = 0.017); PCO4- 'Freedom to choose my own career path is one of my most important values' (β = 0.097, t = 2.229, p = 0.026) and PCO14- "I will side with my own values if the company asks me to do something I don't agree with' (β = 0.096, t = 2.608, p = 0.009). This indicates respondents' belief in the self and taking responsibility of their choices.

Among the Career Choice factors the items' that significantly influence employer Attractiveness are from the factors "Own Education" and "Career Benefits"; CCF9- 'My skills and abilities' (β = 0.119, t =3.089, p = 0.002); CCF8- 'Financial rewards' in this career (β = 0.110, t = 2.969, p = 0.003); CCF7- 'Training and education' (β = 0.109, 2.780, p = 0.003) and CCF10- 'My education and training' (β = 0.108, t = 2.608, p = 0.010).

Thus, the result implies that students with Protean Career Orientation and who choose a career based on their skills and education and benefits associated with the career will place more importance on Development Value in the organization they pursue employment with. This is also as per the earlier research that states that one of the primary motives of business school students to pursue a graduate management education are to increase their knowledge skills and abilities and increase salary potential (GMAC – mba.com prospective students survey, 2015)

PLS-SEM analysis is conducted to examine the influence of Career Choice Factors and PCO on Development Value.
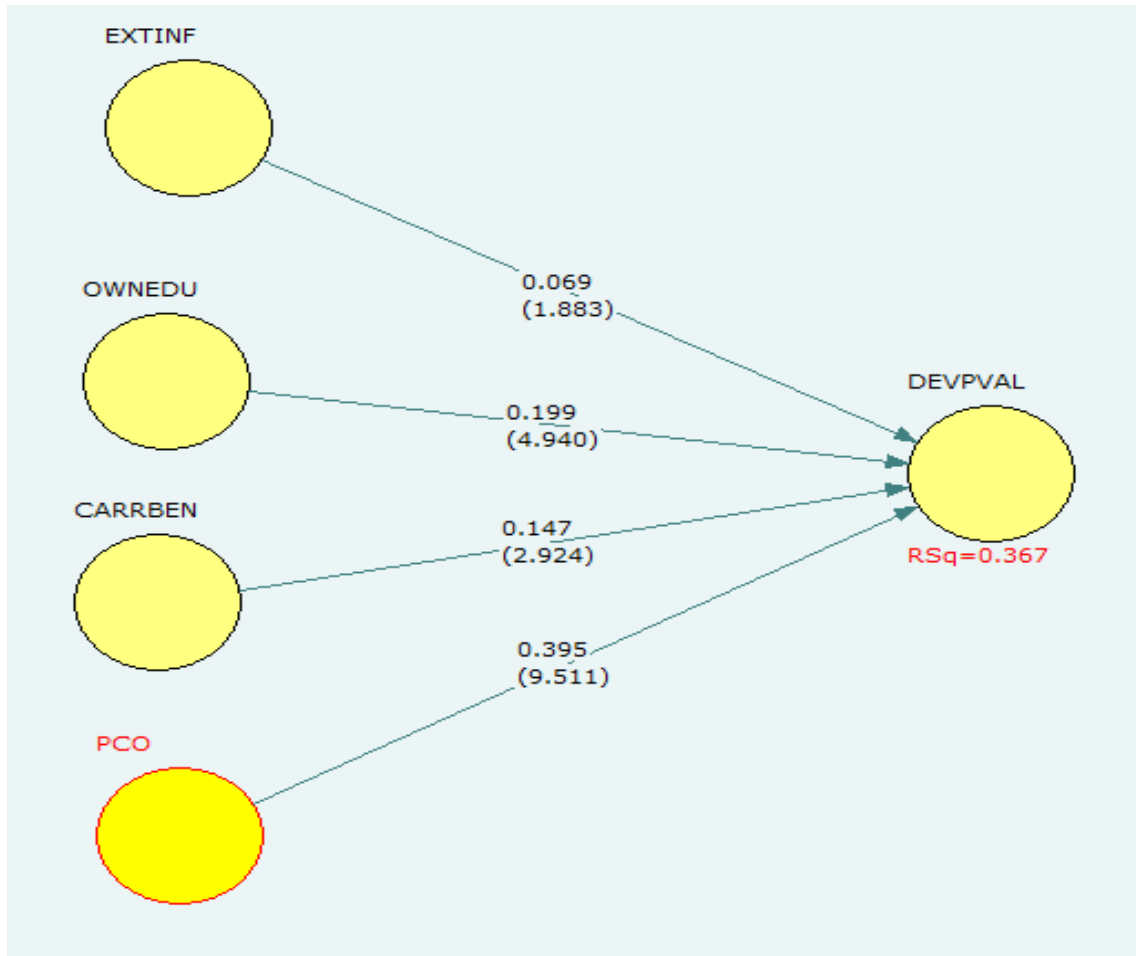
Figure 4.3: PLS path model depicting relationship between Factors influencing Career Choice, Protean Career Orientation and Development Value

Legend of the terms used in model

DEVPVAL   : Development Value

EXTINF   : External Influences

CARRBEN   : Career Benefits

OWNEDU   : Own Education

PCO   : Protean Career Orientation

From the above figure 4.3 it is seen that the Employer Attractiveness dimension - Development Value has an R^2 value of 0.367 which means that the factors of Career Choice and Protean Career Orientation explain 36.7% of the variability in Development

Value. The t statistic values given in the parentheses of the paths indicate the path validity and signify the importance of the influence of the exogenous constructs on the endogenous constructs. The values are given in table 4.31. It is reported that the Career Choice factors "Career Benefits" and "Own Education", and, Protean Career Orientation are strongly associated with Employer Attractiveness that is the t values are significant at 95% confidence level. The Career Choice factors "External Influences" do not show significant association with "Development Value". The results support the results of Regression Analysis presented in table 4.29 and 4.30. This indicates that respondents with Protean Career orientation influenced by benefits associated with the career will place importance to Development Value when choosing an organisation to work.

Table 4.31: Structural Model—BootStrap of relationship between Factors influencing Career Choice, Protean Career Orientation and Development Value

	Entire Sample estimate	Mean of Subsamples	Standard error	t - Statistic	Result
EXTINF->DEVPVAL	0.1030	0.0836	0.0367	1.8826	NS
CARRBEN->DEVPVAL	0.2020	0.1452	0.0503	2.9239	S
OWNEDU->DEVPVAL	0.1420	0.1956	0.0403	4.9400	S
PCO->DEVPVAL	0.4160	0.3965	0.0415	9.5114	S

S – Significant, NS – Not Significant

Table 4.31 gives the path co-efficient values and the related t statistics which test the significance of the path co-efficients and the extent of relationships between the constructs. Results indicate that the path co-efficients of "External Influences" on "Development Value" (t=1.8826) implicating that Development Value is not significantly associated with Career Choice factor – "External Influences". The path co-efficients between the Career Choice factor "Own Education" and Development Value is significant ($\beta = 0.1420$, t = 4.9400, p <0.01). This indicates that there is significantly high association between "Own Education" and Development Value dimension of Employer Attractiveness. Similarly, the path co-efficients between Career Choice factor "Career Benefits" ($\beta = 0.2020$,

t = 2.9239, p < 0.01), are also significant indicating strong association between "Career Benefits" and Development value. The path co-efficients between Protean Career Orientation (β =0.4160, t = 9.5114, p < 0.01) and Development Value dimension of Employer Attractiveness, are also significant indicating high influence of Protean Career Orientation on Development Value. The R^2 value (0.367) indicates the extent to which the three Career Choice factors and Protean Career Orientation influence Development Value and it is established that these independent variables explain 36.7% of the variation in Development Value.

Thus, greater the Protean Career Orientation greater will be the importance assigned to Development Value of Employer Attractiveness. Similarly, of the Career Choice factors, greater the role of the motivators "Own Education" and "Career Benefits" in choosing a career in management, greater will be the preference for Development Value in the employing organisation. To conclude hypothesis 2 is accepted that there significant relationship between the dimension(s) (Development Value) of Employer Attractiveness and Career Choice factors, and Protean Career Orientation.

Further, regression analysis and Structural Equation Modelling analysis is conducted with Career Choice factors and Protean Career orientation as independent variables and Social Value as dependent variable.

Table 4.32: Regression Analysis with Social Value as dependant variable - Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
12	0.711[k]	0.505	0.494	0.53926	43.759	0.000[k]

Predictors: (Constant)

PCO2: I am responsible for my success or failure in my career; PCO6: I depend upon myself to move my career forward;

PCO3: I have a very independent self-directed career

PCO4: Freedom to choose my own career path is one of my most important values

PCO9: I will navigate my own career based on my personal priorities; as opposed to my employer's priority

PCO10: It doesn't matter much to me how other people evaluate the choices I make in my career

PCO11: What's more important to me is how I feel about my career success, not how other people feel about it

CCF3: Success stories of friends, family

CCF6: Promotion opportunities

CCF7: Training and education

CCF10: My education and training

<u>Dependent Variable</u>: Social Value

Table 4.32 shows the results of stepwise linear multiple regression analysis with Social Value as dependant variable. The variables or items are included stepwise. The final 12th model which shows the values (R^2 and F-Statistics) of all the variables or items of Protean Career Orientation and Career Choice Factors that significantly influence Social Value is presented in table 4.30. The complete table is presented in appendix 2 (Table A 2.12). It is seen that the predictor items of Protean Career Orientation and Career Choice Factors accounts for 49.4% ($R^2 = 0.494$) of the variance in the dependant variable Social Value. Table 4.32 also gives the probability of the F statistic for the regression relationship F (43.759); $p < 0.000$ which is, less than the level of significance of 0.05. Thus, it is understood that there is a statistically significant relationship between the set of independent variables with Social Value as the dependent variable.

Table 4.33: Coefficients[a] of Regression Model with Social Value as dependant variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	B		
12 (Constant)	1.187	0.220		5.391	0.000
PCO6: I depend upon myself to move my career forward	0.093	0.026	0.153	3.559	0.000
CCF7: Training and education	0.098	0.028	0.142	3.540	0.000
PCO9: I will navigate my own career based on my personal priorities, as opposed to my employer's priority	0.053	0.026	0.084	2.035	0.042
PCO2: I am responsible for my success or failure in my career	0.060	0.031	0.084	1.960	0.051
CCF6: Promotion opportunities	0.092	0.024	0.141	3.787	0.000
CCF3: Success stories of friends, family	0.057	0.018	0.107	3.122	0.002
CCF10: My education and training	0.104	0.029	0.133	3.626	0.000
PCO11: What's more important to me is how I feel about my career success, not how other people feel about it	0.059	0.027	0.092	2.191	0.029
PCO3: I have a very independent self-directed career	0.068	0.029	0.101	2.344	0.020
PCO10: It doesn't matter much to me how other people evaluate the choices I make in my career	0.054	0.024	0.086	2.209	0.0280
PCO4: Freedom to choose my own career path is one of my most important values	0.060	0.028	0.091	2.141	0.033

Dependent Variable: Social Value

Table 4.33 gives the coefficients for the regression equation. The regression equation is as given below:

Predicted Social Value = 1.187+ 0.093 (PCO6) + 0.098(CCF7) + 0.053(PCO9) + 0.060(PCO2) + 0.092(CCF6) + 0.057(CCF3) +0.104(CCF10) + 0.059(PCO11) + 0.068(PCO3) + 0.054(PCO10) + 0.060(PCO4)

Table 4.33 also gives the values of the standardized regression coefficient Beta (β). Beta (β) gives the relative strength of the relationship between the dependent variable and each of the independent variable. From the Beta (β) values in the table it is seen that among the Protean Career orientation items 6 significantly influence Social Value; PCO6- 'I depend upon myself to move my career forward' ($\beta = 0.153$, t =3.559, p=0.000) has the strongest relationship with Social Value followed by PCO3 'I have a very independent self-directed career' ($\beta = 0.101$, t = 2.344, p = 0.020); PCO4- 'Freedom to choose my own career path is one of my most important values' ($\beta = 0.091$, t = 2.141, p = 0.033); PCO10- 'It doesn't matter much to me how other people evaluate the choices I make in my career' ($\beta = 0.086$, t = 2.209, p = 0.0280); PCO9- 'I will navigate my own career based on my personal priorities, as opposed to my employer's priority' ($\beta = 0.084$, t = 2.035, p = 0.042) and PCO2- 'I am responsible for my success or failure in my career' ($\beta = 0.084$, t = 1.960, p = 0.051)

Of the items comprising Career Choice factors, 4 items have significant relationship with Social Value; the strongest relationship if of CCF7- 'Training and education' ($\beta = 0.142$, t = 3.540, p = 0.000), CCF6- 'Promotion opportunities' ($\beta = 0.141$, t = 3.787, p = 0.000), CCF10- 'My education and training' ($\beta = 0.133$, t = 3.626, p =) and CCF3- 'Success stories of friends, family' ($\beta = 0.107$, t = 3.122, p = 0.002). Thus, it is observed that items of Career Choice Factors part of "Own Education' influence more strongly Social Value than items of Protean Career orientation except PCO6 – 'I depend upon myself to move my career forward' ($\beta = 0.153$).

Accordingly, it is observed that there is a statistically significant relationship between the set of independent variables – Factors of Career Choice and Protean Career Orientation, and the dependent variable – Social Value. Social Value includes items like fun working environment, good relationship with colleagues and superiors and happy

work environment. It is true that those who look for growth or promotion opportunities, good training and education opportunities look forward to good relationship with peers and superiors and a happy work environment.

Figure 4.4 shows the results of PLS-SEM. R^2 value of 0.413 indicates that the factors of Career Choice and Protean Career Orientation explain 41.3% of the variability in Employer Attractiveness. The t statistic values given in the parentheses of the paths indicate the path validity and signify the importance of the influence of the exogenous constructs on the endogenous constructs. The values are given in table 4.34. It is reported that the three Career Choice factors "External Influences", "Career Benefits" and "Own Education", and Protean Career Orientation are strongly associated with Social Value that is the t values are significant at 95% confidence level.
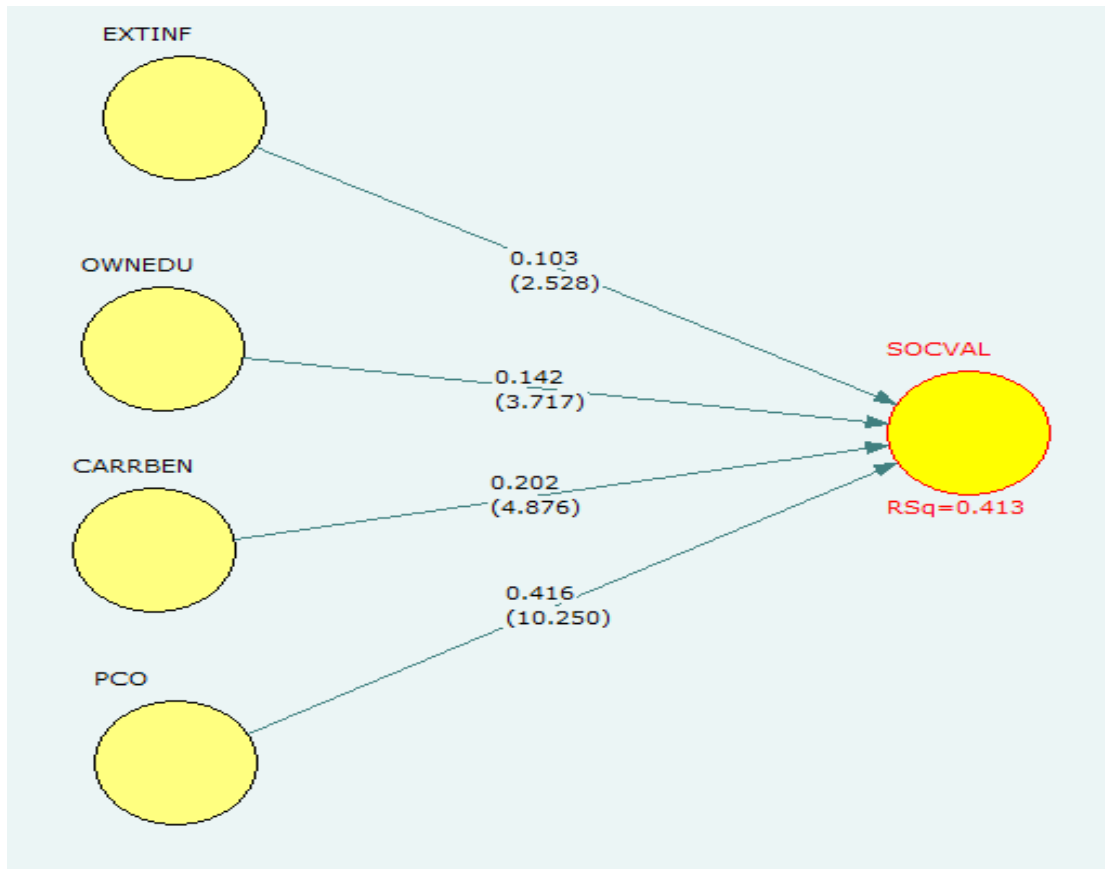
Figure 4.4 PLS path model depicting relationship between Factors influencing Career Choice, Protean Career Orientation and Social Value

Legend of the terms used in model

SOCVAL   : Social Value

EXTINF   : External Influences

CARRBEN   : Career Benefits

OWNEDU   : Own Education

PCO   : Protean Career Orientation

Table 4.34 gives the path co-efficient values and the related t statistics which test the significance of the path co-efficients and the extent of relationships between the constructs.

Table 4.34: Structural Model—BootStrap of relationship between Factors influencing Career Choice, Protean Career Orientation and Social Value

	Entire Sample estimate	Mean of Subsamples	Standard error	t - Statistic	Result
EXTINF->SOCVAL	0.1030	0.1092	0.0407	2.5283	S
CARRBEN->SOCVAL	0.2020	0.2009	0.0414	4.8760	S
OWNEDU->SOCVAL	0.1420	0.1430	0.0382	3.7172	S
PCO->SOCVAL	0.4160	0.4171	0.0406	10.2496	S

S – Significant, NS – Not Significant

Results indicate that the path co-efficients between all the three factors of Career Choice and Social value as significant indicating significant association with Social Value dimension of Employer Attractiveness. The path co-efficients between "External Influences" and Social Value are $\beta = 0.1030$, t =2.5283, $p < 0.01$; between "Career Benefits" and Social Value are $\beta = 0.2020$, t = 4.8760, $p < 0.01$ and between "Own Education" and Social Value are $\beta = 0.1420$, t = 3.7172, $p < 0.01$. The path co-efficients between Protean Career Orientation and Social Value ($\beta = 0.4160$, t=10.2496, $p < 0.01$), are also significant indicating high influence of Protean Career Orientation on Social Value.

The R^2 value (0.413) indicates the extent to which the three Career Choice factors and Protean Career Orientation influence Social Value and it is established that these independent variables explain 41.3% of the variation in Social Value.

Thus, it indicates respondents with Protean Career Orientation show significantly high preference for Social Value in the firms they see as potential employers. Also, the Career Choice factors – "Career Benefits", "Own Education" and "External Influences" have positive effect on the attractiveness towards "Social Value" which is fun filled work environment and good relationship with colleagues and superiors, though the relationship is stronger in the case of "Career Benefits" (β = 0.202). To conclude hypothesis 2 is accepted that there significant relationship between the dimension(s) (Social Value) of Employer Attractiveness and Career Choice factors, and Protean Career Orientation.

Also it is found that the strength of the relationship between "Own education" (β = 0.1420) and "External Influences" (β = 0.1030) is lesser when compared to "Career Benefits". This is because it is likely that individuals who give importance to learning and education aspect will be focusing more on Development Value. Similarly, individuals who are more concerned with external factors like market trend and chance are more likely to be concerned about Economic Value, as most of the market trends, image and reputation reflect the Economic aspect.

Further, regression analysis with Interest Value as dependent variable is conducted. Interest Value includes items that convey creativity and innovative culture of an organisation. Organisations providing Interest Value will support innovation and invest in innovative products or services. Such organisations provide exciting and challenging work environment.

Table 4.35: Regression Analysis with Interest Value as dependant variable -Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
9	0.678[i]	0.459	0.449	0.55502	44.605	0.000[i]

Predictors: (Constant);

PCO3: I have a very independent self-directed career

PCO7: Where my career is concerned, I am very much "my own person"

PCO8: I will rely more on myself than others to find job whenever necessary

PCO11: What's more important to me is how I feel about my career success, not how other people feel about it

PCO12: I will follow my own conscience if company asks me to do something that goes against my values

CCF4: My knowledge of labor market

CCF7: Training and education

CCF9: My skills and abilities

CCF10: My education and training

Dependent Variable: Interest Value

Table 4.35 shows the results of stepwise linear multiple regression analysis with Interest Value as dependant variable. The variables or items are included stepwise. The final 9th model which shows the values (R^2 and F-Statistics) of all the variables or items of Protean Career Orientation and Career Choice Factors that significantly influence Interest Value is presented in table 4.35. The complete table is presented in appendix 2 (Table A 2.14). It is seen that the predictor items of Protean Career Orientation and Career Choice Factors accounts for 44.9% ($R^2 = 0.449$) of the variance in the dependant variable Interest Value. Table 4.35 also gives the probability of the F statistic for the regression relationship F (44.605); $p = 0 .000$ which is, less than the level of significance of 0.05. Thus, it is understood that there is a statistically significant relationship between the set of independent variables with Interest Value dimension of Employer Attractiveness.

Table 4.36: Coefficients^a of Regression Model with Interest Value as dependant variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	B		
9 (Constant)	1.360	0.243		5.591	0.000
PCO7: Where my career is concerned, I am very much "my own person"	0.083	0.028	0.130	2.970	0.003
PCO11: What's more important to me is how I feel about my career success, not how other people feel about it	0.103	0.026	0.163	3.989	0.000
CCF7: Training and education	0.078	0.027	0.115	2.899	0.004
CCF9: My skills and abilities	0.102	0.033	0.119	3.106	0.002
PCO3: I have a very independent self-directed career	0.113	0.026	0.170	4.280	0.000
PCO12: I will follow my own conscience if company asks me to do something that goes against my values	0.075	0.022	0.130	3.389	0.001
CCF10: My education and training	0.091	0.032	0.118	2.867	0.004
CCF4: My knowledge of labor market	0.057	0.020	0.101	2.818	0.005
PCO8: I will rely more on myself than others to find job whenever necessary	0.066	0.025	0.104	2.602	0.010

The table 4.36 gives the coefficients for the regression equation. The regression equation is as given below:

Predicted Interest Value dimension of Employer Attractiveness = 1.360 + 0.083(PCO7) + 0.103(PCO11) + 0.078(CCF7) + 0.102(CCF9) + 0.113(PCO3) + 0.075(PCO12) + 0.091(CCF10) + 0.057(CCF4) + 0.066(PCO8)

Table 4.36 also gives the values of the standardized regression coefficient Beta (β). Beta (β) gives the relative strength of the relationship between the dependent variable and each of the independent variable. From the Beta values in the table 4.36 it is seen that among the items of Protean Career orientation, PCO3– 'I have a very independent self-directed career' ($\beta = 0.170$, t = 4.280, p = 0.000) has the strongest relationship with Interest Value followed by PCO11- 'What's more important to me is how I feel about my career success, not how other people feel about it' ($\beta = 0.163$, t = 3.989, p = 0.000); PCO7- 'Where my career is concerned, I am very much "my own person"' ($\beta = 0.130$, t = 2.970. p = 0.003); PCO12- 'I will follow my own conscience if company asks me to do something that goes against my values' ($\beta = 0.130$, t = 3.389, p = 0.001) and PCO8- 'I will rely more on myself than others to find job whenever necessary' ($\beta = 0.104$, t = 2.602, p = 0.010). Among the Career Choice Factors, CCF9- 'My skills and abilities' ($\beta = 0.119$, t = 3.106, p = 0.002), CCF10- 'My education and training' ($\beta = 0.118$, t = 2.867, p = 0.004), CCF7- 'Training and education' ($\beta = 0.115$, t = 2.899, p = 0.004) and CCF4- 'My knowledge of labor market ($\beta = 0.105$, t = 2.818, p = 0.005) are the significant predictors.

Protean Career Orientation shows strong positive relationship with Interest Value. Individuals with high values of Protean Career Orientation are likely to have higher values of the importance of Interest Value. Many studies report company's work environment as the most highly rated factor by Gen Y individuals when choosing a company to work for. They seek a place to be successful and also have a good time. They also rate challenging and exciting work higher (Martin, 2005; Ng and Burke, 2006; Meier et. al., 2010). In their study Pingle and Sodhi (2014) report that Economic value (Attractive Compensation packages) and Interest/ Fun Value (Challenging and interesting work) are high on the list of potential employees while choosing an employer.

From the results it can be concluded that the respondents who choose a career in management with the belief that their skills and education is suitable for management education have high preference for Interest Value in an organisation. In other words, Interest Value is most preferred by respondents who choose a career based on their own education and skills. It is very likely that individuals who believe that their education and skills are suitable for a career in management will look for interesting work environment

that supports creativity and innovation. These individuals seek organisations whose products and services are interesting and innovative. Individuals who are influenced by "External Influences" like chance, luck, success stories or labour market in making their career choice are less likely to have higher importance to Interest Value in an organisation.

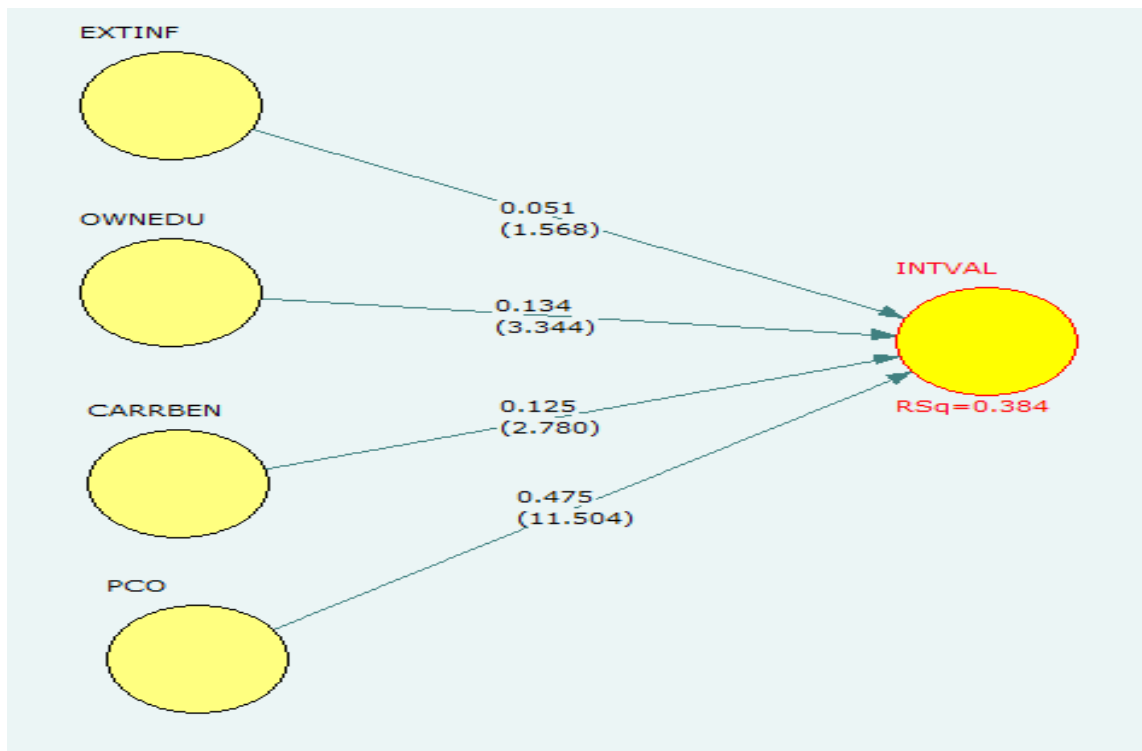Next, PLS-SEM path model depicting relationship between Factors influencing Career Choice, Protean Career orientation and Interest value are given.

Figure 4.5 PLS path model depicting relationship between Factors influencing Career Choice, Protean Career Orientation and Interest Value

Legend of the terms used in model

INTVAL   : Interest Value

EXTINF   : External Influences

CARRBEN   : Career Benefits

OWNEDU   : Own Education

PCO   : Protean Career Orientation

From the figure 4.5 it is seen that the Employer Attractiveness dimension – Interest Value has an R^2 value of 0.384 which means that the factors of Career Choice and Protean Career Orientation explain 38.4% of the variability in Employer Attractiveness. The t statistic values given in the parentheses of the paths indicate the path validity and signify the importance of the influence of the exogenous constructs on the endogenous constructs. The values are given in Table 4.37. It is reported that the two of the Career Choice factors, "Career Benefits" and "Own Education", and, Protean Career Orientation are strongly associated with Interest Value that is the t values are significant at 95% confidence level.

Table 4.37: Structural Model—BootStrap of relationship between Factors influencing Career Choice, Protean Career Orientation and Interest Value

	Entire Sample estimate	Mean of Subsamples	Standard error	t-Statistic	Result
EXTINF->INTVAL	0.0510	0.0610	0.0325	1.5683	NS
OWNEDU->INTVAL	0.1340	0.1378	0.0401	3.3442	S
CARRBEN->INTVAL	0.1250	0.1223	0.0450	2.7804	S
PCO->INTVAL	0.4750	0.4755	0.0413	11.5035	S

S – Significant, NS – Not Significant

Table 4.37 gives the path co-efficient values and the related t statistics which test the significance of the path co-efficients and the extent of relationships between the constructs. Results indicate that the path co-efficients between two of the factors of Career Choice and Social value as significant indicating significant association with Interest Value dimension of Employer Attractiveness. The path co-efficients between "External Influences" and Interest Value are $\beta = 0.0510$, t =1.5683, p > 0.01 indicating no significant association between the variables. The path co-efficients between "Career Benefits" and Interest Value are $\beta = 0.1250$, t =2.7804, p < 0.01 and between "Own Education" and Interest Value are $\beta = 0.1340$, t =3.3442, p < 0.01. The path co-efficients between Protean Career Orientation and Interest Value ($\beta = 0.4750$, t = 11.5035,

p < 0.01) are also significant indicating high influence of Protean Career Orientation on Interest Value. The R^2 value (0.384) indicates the extent to which the three Career Choice factors and Protean Career Orientation influence Interest Value and it is established that these independent variables explain 38.4% of the variation in Interest Value.

As discussed earlier higher the influence of education and skills in the career choice of Gen Y management students, higher will be the value they assign to the importance of Interest Value in the organisation they intend to pursue their job. An organisation that has innovative products and services and offers an exciting work environment where creativity and innovation are encouraged is definitely attractive to individuals who are Protean in their career orientation (Tunç and Didem, 2012) and have the motive of being attached to a company that offers them an opportunity to work in a challenging and creative environment and also helps them achieve the career outcomes like good salary, quality life and development opportunity. To conclude hypothesis 2 is accepted that there significant relationship between the dimension(s) (Interest Value) of Employer Attractiveness and Career Choice factors, and Protean Career Orientation.

"Own Education" is the most important predictor of Interest Value after PCO. As Interest Value includes items like exciting work environment, innovative employer who values creativity, and employer with high quality and innovative products, higher the role of "Own education" in career choice higher is the preference for innovative and creativeness in potential employer as it will provide a platform for individuals to be creative.

Further, regression analysis with Economic Value as dependent variable is conducted. Economic Value includes items like promotion opportunities, above average salary, attractive compensation, job security and opportunity to gain experience. The items mentioned suggest the economic implications associated with a job.

Table 4.38: Regression Analysis with Economic Value as dependant variable -Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
11	0.711[k]	0.505	0.494	0.56538	43.702	0.000[k]

Predictors: (Constant);

PCO1: If development opportunities are not offered by my company, I will seek them out on my own

PCO3: I have a very independent self-directed career

PCO6: I depend upon myself to move my career forward

PCO8: I will rely more on myself than others to find job whenever necessary

PCO9: I will navigate my own career based on my personal priorities; as opposed to my employer's priority

PCO12: I will follow my own conscience if company asks me to do something that goes against my values;

CCF1: Chance; luck or circumstances

CCF3: Success stories of friends, family

CCF6: Promotion opportunities

CCF7: Training and education

CCF9: My skills and abilities

Dependent Variable: Economic Value

Table 4.38 shows the results of stepwise linear multiple regression analysis with Economic Value as dependant variable. The variables or items are included stepwise. The final 11th model which shows the values (R^2 and F-Statistics) of all the variables or items of Protean Career Orientation and Career Choice Factors that significantly influence Economic Value is presented in table 4.38. The complete table is presented in appendix 2 (Table A 2.16). It is seen that the predictor items of Protean Career Orientation and Career Choice Factors accounts for 49.4% ($R^2 = 0.494$) of the variance in the dependant variable Economic Value. Table 4.38 also gives the probability of the F statistic for the regression relationship F (43.702); $p = 0.000$ which is, less than the level of significance of 0.05. Thus, it is seen that there is a statistically significant relationship between the set of independent variables – factors of career choice and Protean Career orientation and the dependent variable – Economic Value.

Table 4.39: Coefficients[a] of Regression Model with Economic Value as dependant variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	B		
11 (Constant)	1.144	0.266		4.300	0.000
PCO6: I depend upon myself to move my career forward	0.107	0.027	0.167	3.922	0.000
CCF7: Training and education	0.113	0.028	0.157	4.044	0.000
PCO12: I will follow my own conscience if company asks me to do something that goes against my values	0.121	0.023	0.199	5.326	0.000
CCF6: Promotion opportunities	0.110	0.026	0.160	4.261	0.000
PCO3: I have a very independent self-directed career	0.102	0.028	0.144	3.603	0.000
CCF9: My skills and abilities	0.107	0.031	0.118	3.480	0.001
PCO8: I will rely more on myself than others to find job whenever necessary	0.074	0.027	0.110	2.748	0.006
CCF1: Chance, luck or circumstances	0.035	0.018	0.067	1.911	0.057
PCO1: If development opportunities are not offered by my company, I will seek them out on my own	-0.067	0.026	-0.094	-2.632	0.009
PCO9: I will navigate my own career based on my personal priorities, as opposed to my employer's priority	0.063	0.026	0.096	2.401	0.017
CCF3: Success stories of friends, family	0.045	0.020	0.079	2.211	0.027

Dependent Variable: Economic Value

The table 4.39 gives the coefficients for the regression equation. The regression equation is as given below:

Predicted Economic Value = 1.144 + 0.107(PCO6) + 0.113(CCF7) + 0.121(PCO12) + 0.110 (CCF6) + 0.102(PCO3) + 0.107(CCF9) + 0.074(PCO8) + 0.035(CCF1) + (- 0.067)(PCO1) + 0.063(PCO9) + 0.045(CCF3)

Table 4.39 also gives the values of the standardized regression coefficient Beta (β). Beta (β) gives the relative strength of the relationship between the dependent variable and each of the independent variable. From the Beta values in the table it is seen that among the items of Protean Career orientation, PCO12- 'I will follow my own conscience if company asks me to do something that goes against my values' ($\beta = 0.199$, $t = 5.326$, $p = 0.000$) has the strongest relationship with Economic Value followed by PCO6- 'I depend upon myself to move my career forward' ($\beta = 0.167$, $t = 3.922$, $p = < 0.001$); PCO3- 'I have a very independent self-directed career' ($\beta = 0.144$, $t = 3.603$, $p = 0.000$ and PCO8: I will rely more on myself than others to find job whenever necessary ($\beta = 0.110$, $t = 2.748$, $p = 0.006$). PCO1 – 'If development opportunities are not offered by my company, I will seek them out on my own shows negative significant relationship with Protean Career orientation', this may be because the statement is related to development of the individual which does not have a relationship with Economic Value. Among the Career Choice Factors the strongest relationship is shown by CCF6- 'Promotion opportunities' ($\beta = 0.160$, $t = 0.160$, $p = 0.000$) followed by CCF7- Training and education ($\beta = 0.157$, $t = 4.044$, $p = 0.000$); CCF9- 'My skills and abilities, ($\beta = 0.118$, $t = 3.480$, $p = 0.001$); CCF3- 'Success stories of friends, family are the main significant predictors' ($\beta = 0.079$, $t = 2.211$, $p = 0.027$) and CCF1- 'Chance, luck or circumstances' ($\beta = 0.067$, $t = 1.911$, $p = 0.057$).

Next, PLS path model depicting relationship between Factors influencing Career Choice, Protean Career Orientation and Economic Value is given. From the figure 4.6 it is seen that the Employer Attractiveness dimension – Economic Value has an R^2 value of 0.433 which means that the factors of Career Choice and Protean Career Orientation explain 43.3% of the variability in Economic Value. The t statistic values given in the parentheses of the paths indicate the path validity and signify the importance of the influence of the exogenous constructs on the endogenous constructs. The values are given in Table 4.40. It is reported that all the three Career Choice factors, "External Influences", "Career Benefits" and "Own Education", and, Protean Career Orientation are strongly associated with Economic Value that is the t values are significant at 95% confidence level.
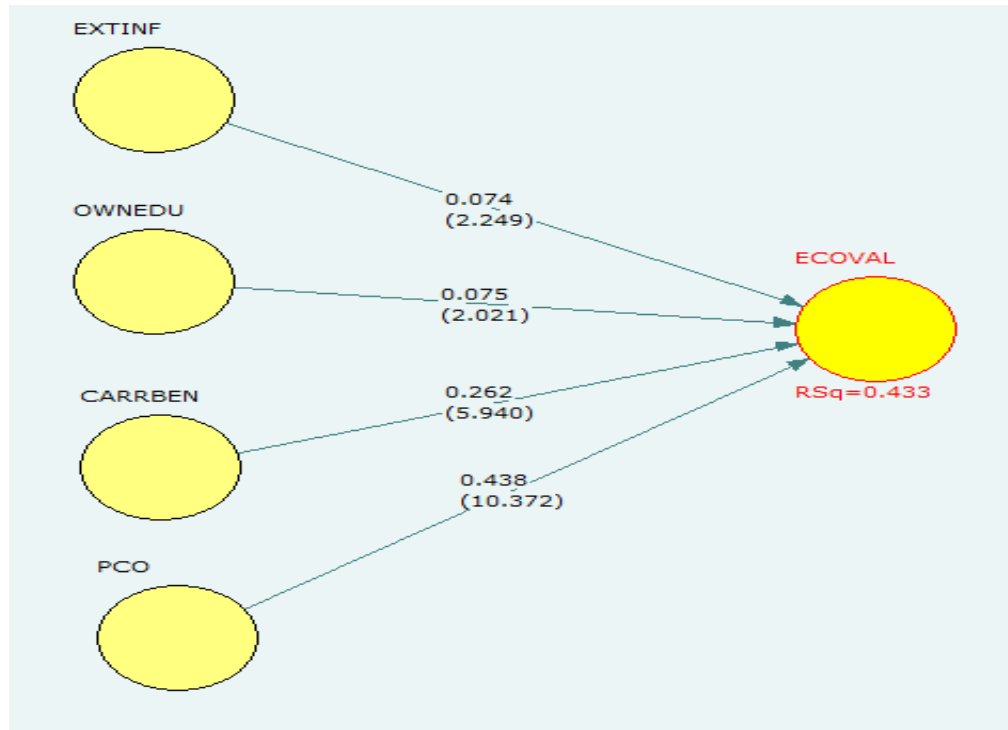
Figure 4.6 PLS path model depicting relationship between Factors influencing Career Choice, Protean Career Orientation and Economic Value

Legend of the terms used in model

ECOVAL   : Economic Value

EXTINF   : External Influences

CARRBEN   : Career Benefits

OWNEDU   : Own Education

PCO   : Protean Career Orientation

Table 4.40: Structural Model—BootStrap of relationship between Factors influencing Career Choice, Protean Career Orientation and Economic Value

	Entire Sample estimate	Mean of Subsamples	Standard error	t - Statistic	Result
EXTINF->ECOVAL	0.0740	0.0815	0.0329	2.2489	S
OWNEDU->ECOVAL	0.0750	0.0804	0.0371	2.0209	S
CARRBEN->ECOVAL	0.2620	0.2558	0.0441	5.9400	S
PCO->ECOVAL	0.4380	0.4382	0.0422	10.3717	S

S – Significant, NS – Not Significant

Table 4.40 gives the path co-efficient values and the related t statistics which test the significance of the path co-efficients and the extent of relationships between the constructs. Results indicate that the path co-efficients between all the factors of Career Choice and Economic Value as significant indicating significant association of the variables with Economic Value dimension of Employer Attractiveness. The path co-efficients of Economic Value with "External Influences" are $\beta = 0.0740$, $t = 2.2489$, $p < 0.01$ indicating significant association between the variables; with "Own Education" $\beta = 0.0750$, $t = 2.0209$, $p < 0.01$ and with "Career Benefits" $\beta = 0.2620$, $t = 5.9400$, $p < 0.01$. The path co-efficients between Protean Career Orientation and Economic Value ($\beta = 0.4380$, $t = 10.3717$, $p < 0.01$) are also significant indicating high influence of Protean Career Orientation on Economic Value. The R^2 value (0.433) indicates the extent to which the three Career Choice factors and Protean Career Orientation influence Economic Value and it is established that these independent variables explain 43.3% of the variation in Economic Value.

Compared to the previous generations, Gen Y is characterized by materialistic, and consumer culture because of the advancements in technology (Hanzaee and Aghasibeig, 2010). Literature has reported strong evidence of the significance of remuneration and compensation to Gen Y individuals (Rolfe, 2001; Meier *et al.*, 2010). Gen Y demand high compensation (Smola and Sutton, 2002; Hess and Jepsen, 2009). To conclude hypothesis 2 is accepted that there significant relationship between the dimension(s) (Economic Value) of Employer Attractiveness and Career Choice factors, and Protean Career Orientation.

From the results in table 4.40 it is observed that "Career Benefits" is the shows the strongest relationship with Economic value after PCO. This implies that higher the motive of "Career Benefits" in the career choice of young management students, higher is the value of the importance they assign to Economic Value of the organisation.

This is because individuals who seek career for good pay, good quality of life and, development and growth opportunities will be naturally be more attracted to the economic dimension. Also, previous studies consistently establish that benefits are rated among the highest preferred factor among the job and organisational attributes (Phillips *et al.*, 1994; Ng and Burke, 2006; Tolbert and Moen, 1998; Pingle and Sodhi, 2014).

"External Influences" and "Own Education" also show significant relationship with Economic Value. Moreover, when choosing a career those who seek economic value are influenced by external influences and base their decision on external factors like job market, popular stories or information about the organisation of employment.

Table 4.41: Regression Analysis with Application Value as dependant variable - Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
9	0.599[i]	0.358	0.346	0.61011	29.355	0.000[i]

Predictors: (Constant);

PCO3: I have a very independent self-directed career

PCO5: I am in charge of my own career

PCO8: I will rely more on myself than others to find job whenever necessary

PCO9: I will navigate my own career based on my personal priorities; as opposed to my employer's priority

PCO14: I will side with my own values if the company asks me to do something I don't agree with

CCF2: Lack of access to other career options

CCF3: Success stories of friends; family

CCF7: Training and education

CCF10: My education and training

Dependent Variable: Application Value

Table 4.41 shows the results of stepwise linear multiple regression analysis with Application Value as dependant variable. The variables or items are included stepwise. The final 9th model which shows the values (R^2 and F-Statistics) of all the variables or items of Protean Career Orientation and Career Choice Factors that significantly influence Application Value is presented in table 4.39. The complete table is presented in appendix 2 (Table A 2.18). It is seen that the predictor items of Protean Career Orientation and

Career Choice Factors accounts for 34.6% (R^2 =0.346) of the variance in the dependant variable Application Value. Table 4.39 also gives the probability of the F statistic for the regression relationship [F = 29.355; p = 0 .000] which is, less than the level of significance of 0.05. Thus, it is seen that there is a statistically significant relationship between the set of independent variables – factors of career choice and Protean Career orientation and the dependent variable –Application Value.

Table 4.42: Coefficients[a] of Regression Model with Application Value as dependant variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	B		
9 (Constant)	2.072	0.236		8.767	0.000
PCO3: I have a very independent self-directed career	0.116	0.030	0.173	3.934	0.000
CCF7: Training and education	0.076	0.029	0.112	2.639	0.009
PCO14: I will side with my own values if the company asks me to do something I don't agree with	0.069	0.023	0.125	2.981	0.003
PCO5: I am in charge of my own career	0.084	0.031	0.122	2.654	0.008
CCF2: Lack of access to other career options	0.058	0.018	0.125	3.150	0.002
CCF10: My education and training	0.084	0.032	0.108	2.620	0.009
PCO8: I will rely more on myself than others to find job whenever necessary	0.059	0.028	0.092	2.133	0.033
CCF3: Success stories of friends; family	0.051	0.022	0.096	2.368	0.018
PCO9: I will navigate my own career based on my personal priorities; as opposed to my employer's priority	0.059	0.028	0.095	2.129	0.034

Dependent Variable: Application Value

This table 4.42 gives the coefficients for the regression equation. The regression equation is as given below:

Predicted Application Value = 2.072 + 0.116 (PCO3) + 0.076 (CCF7) + 0.069(PCO14) + 0.084(PCO5) + 0.058(CCF2) + 0.084(CCF10) + 0.059(PCO8) + 0.051(CCF3) + 0.059(PCO9)

Table 4.42 also gives the values of the standardized regression coefficient Beta (β). Beta (β) gives the relative strength of the relationship between the dependent variable and each of the independent variable. From the Beta values in the table it is seen that among the items of Protean Career orientation, PCO3- 'I have a very independent self-directed career' ($\beta = 0.173$, t = 3.934, p = 0.000) has the strongest relationship with Application Value followed by PCO14- 'I will side with my own values if the company asks me to do something I don't agree with' ($\beta = 0.125$, t = 2.981, p = 0.003); PCO5- 'I am in charge of my own career ($\beta = 0.122$, t = 2.654, p = 0.008); PCO9 'I will navigate my own career based on my personal priorities; as opposed to my employer's priority' ($\beta = 0.095$, t = 2.129, p = 0.034) and PCO8- 'I will rely more on myself than others to find job whenever necessary' ($\beta = 0.092$, t = 2.133, p = 0.033). Among the Career Choice Factors, CCF2- 'Lack of access to other career options' ($\beta = 0.125$, t = 3.150, p = 0.002), CCF7- 'Training and education' ($\beta = 0.112$, t = 2.639, p = 0.009), CCF10- 'My education and training' ($\beta = 0.108$, t = 2.620, p = 0.009) and CCF3- 'Success stories of friends; family' ($\beta = 0.096$, t = 2.368, p = 0.018) show significant relationship with Application Value.
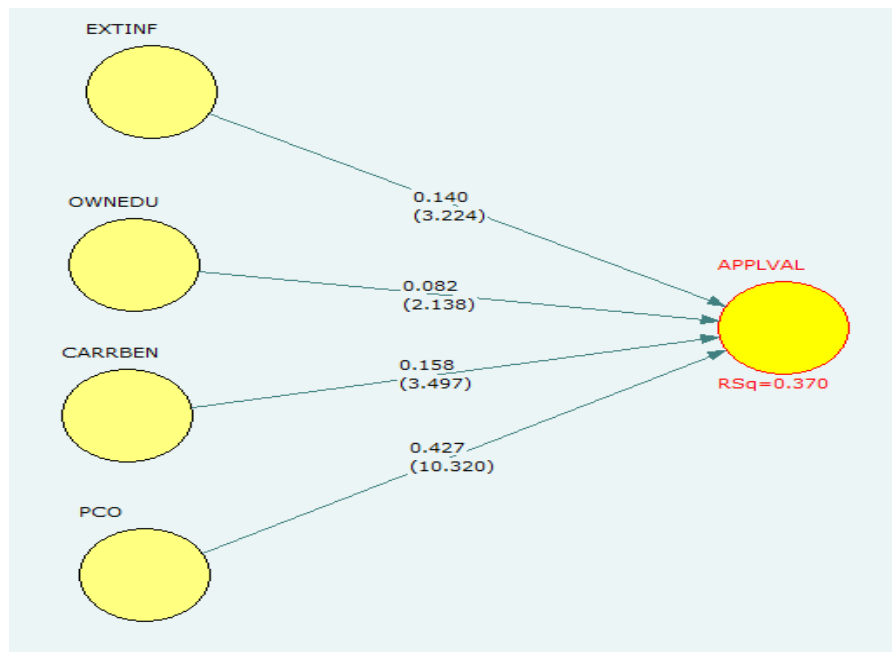

Figure 4.7 PLS path model depicting relationship between Factors influencing Career Choice, Protean Career Orientation and Application Value

Legend of the terms used in model

APPLVAL   : Application Value

EXTINF   : External Influences

CARRBEN   : Career Benefits

OWNEDU   : Own Education

PCO   : Protean Career Orientation

From the above figure 4.7 it is seen that the Employer Attractiveness dimension – Application Value has an R^2 value of 0.370 which means that the factors of Career Choice and Protean Career Orientation explain 37.0% of the variability in Application Value. The t statistic values given in the parentheses of the paths indicate the path validity and signify the importance of the influence of the exogenous constructs on the endogenous constructs. The values are given in Table 4.43. It is reported that all the three Career Choice factors, "External Influences", "Career Benefits" and "Own Education", and, Protean Career Orientation are strongly associated with Application Value that is the t values are significant at 95% confidence level.

Table 4.43: Structural Model—BootStrap of relationship between Factors influencing Career Choice, Protean Career Orientation and Application Value

	Entire Sample estimate	**Mean of Subsamples**	**Standard error**	**t - Statistic**	**Result**
EXTINF->APPLVAL	0.1400	0.1530	0.0434	3.2236	S
CARRBEN->APPLVAL	0.1580	0.1527	0.0452	3.4972	S
OWNEDU->APPLVAL	0.0820	0.0839	0.0384	2.1378	S
PCO->APPLVAL	0.4270	0.4283	0.0414	10.3198	S

S – Significant, NS – Not Significant

Table 4.43 gives the path co-efficient values and the related t statistics which tests the significance of the path co-efficients and the extent of relationships between the constructs. Results indicate that the path co-efficients between all the factors of Career Choice and "Application Value" as significant indicating significant association of the variables with "Application Value" dimension of Employer Attractiveness. The path co-efficients of

"Application Value" with "External Influences" are $\beta = 0.1400$, t =3.2236, p < 0.01 indicating significant association between the variables; with "Own Education" $\beta = 0.0820$, t = 2.1378, p < 0.01 and with "Career Benefits" $\beta = 0.1580$, t = 3.4972, p < 0.01. The path co-efficients between Protean Career Orientation and Application Value ($\beta = 0.4270$, t = 10.3198, p < 0.01), are also significant indicating high influence of Protean Career Orientation on Application Value. The R^2 value (0.370) indicates the extent to which the three Career Choice factors and Protean Career Orientation influence Application Value and it is established that these independent variables explain 37.0% of the variation in Application Value.

The results of PLS-SEM also is in alignment with the results of multiple regression, tables 4.41 and 4.42 thus, to conclude, higher is the role of all the Career Choice factors and Protean Career orientation, higher is importance assigned to Application Value. The findings are supported by previous research that reports applicants perceiving socially responsible firms as more attractive potential employers (e.g. Gatewood *et al.*, 1993; Highhouse *et al.*, 1999; Turban and Greening, 1996). Therefore, hypothesis 2 is accepted that there significant relationship between the dimension(s) (Application Value) of Employer Attractiveness and Career Choice factors, and Protean Career Orientation.

Thus, higher the role of all the Career Choice factors, higher is the value of importance to Application Value of Employer Attractiveness. Among the Career Choice factors, "Career Benefits" has the highest influence in the attractiveness towards Application Value. Application Value includes mostly the factors that describe the organisations orientation towards society like giving back to society and humanitarian aspect. The strong relationship between Protean Career orientation and Application Value is the result of young students being values-driven in their career. It has been seen from literature that Protean Career Orientation is about being values-driven and self-directed in career approach; it is therefore obvious that higher the degree of Protean Career orientation, higher will be the value of importance given to Application Value. From the regression analysis it is seen that the item 'Training and education' of "Career Benefits" showing strong significant relationship with Application Value, so it is likely that individuals who focus on learning and education ascribe importance to Application Value which is described as opportunity to apply what is learnt and, humanitarian and customer orientated organisation. It is also likely that organisations that have a good image and reputation in society owing to its social initiatives is perceived to be successful and attractive.

Table 4.44: Summary of Regression Results with Factors influencing Career Choice and Protean Career Orientation as the Independent variables and dimensions of Employer Attractiveness as Dependent Variable

		EA	DV	SV	IV	EV	AV
Career Choice Factors (CCF) Items	CCF1- Chance; luck or circumstances					S	
	CCF2- Lack of access to other career options						S
	CCF3- Success stories of friends; family	S		S		S	S
	CCF4- My knowledge of labour market	S			S		
	CCF5- Quality of life associated						
	CCF6- Promotion opportunities	S		S		S	
	CCF7- Training and education	S	S	S	S	S	S
	CCF8- Financial rewards in this career		S				
	CCF9- My skills and abilities	S	S		S	S	
	CCF10- My education and training	S	S	S	S		S
Protean Career Orientation (PCO) Items	PCO1- If development opportunities are not offered by my company, I will seek them out on my own					S	
	PCO2- I am responsible for my success or failure in my career.		S	S			
	PCO3- Overall, I have a very independent, self-directed career.	S		S	S	S	S
	PCO4- Freedom to choose my own career path is one of my most important values.		S	S			
	PCO5- I am in charge of my own career						S
	PCO6- Ultimately, I depend upon myself to move my career forward.	S	S			S	
	PCO7- Where my career is concerned; I am very much "my own person."	S			S		
	PCO8 I will rely more on myself than others to find a job whenever necessary.	S	S		S	S	S
	PCO9- I will navigate my own career, based on my personal priorities, as opposed to my employer's priorities		S	S		S	S
	PCO10- It doesn't matter much to me how other people evaluate the choices I make in my career		S				
	PCO11- What's most important to me is how I feel about my career success, not how other people feel about it	S	S		S		
	PCO12- I'll follow my own conscience if my company asks me to do something that goes against my values	S			S	S	
	PCO13- What I think about what is right in my career is more important to me than what my company thinks						
	PCO14- I will side with my own values if the company asks me to do something I don't agree with		S				S

S – Significant, p < 0.05

Table 4.44 presents the summary of the results of the regression analysis with factors influencing Career Choice and Protean Career Orientation as the Independent variables and dimensions of Employer Attractiveness as Dependent Variable. It is found that among the Career Choice factors, 'Training and education' has significant relationship with all the dimensions of Employer Attractiveness. This indicates that the respondents' motive of training and education opportunities when choosing a career in management influences their attractiveness to Development, Social, Interest, Economic and Application Values in the organisation they intend to seek employment. The other item of Career Choice factor which shows significant relationship with maximum number of dimensions of Employer Attractiveness is 'My education and training'; indicating respondents' motive of career choice based on the suitability of their education and training for a career in management influences their attractiveness to all the dimensions of Employer Attractiveness except Economic Value. This may be because, for these respondents development opportunities are more important than salary and benefits. They prefer organisations that provide development opportunities, have innovative, exciting and happy work environment, and are socially responsible.

The other two items that show significant relationship with maximum number of dimension of Employer Attractiveness are – 'My skills and abilities' and 'Success stories of friends; family'. The item 'My skills and abilities' shows significant relationship with Development Value, Interest Value and Economic Value dimensions of Employer Attractiveness. This indicates that respondents' motive of career choice based on the appropriateness of their skills and abilities for management education do not influence their attractiveness to Social Value and Application Value but influence their attractiveness towards developmental opportunities, innovative and happy work environment and monetary benefits in the organisation they seek employment. It may be because respondents want to develop their knowledge and skills through MBA. It is also likely that majority of these students do not have work experience and may not be able to relate to the idea of applying what is learned and giving back to society from the practical aspect. Also, the stories from friends and family that influence students' career choice in management relate to monetary benefits and image of the organisation with happy work environment or giving back to society. Generally, detailed information about

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developmental opportunities and Interest Value in organisation i.e. innovative work culture, novel work practices or exciting work environment are not found. 'Promotion opportunities' is significantly influences Social Value and Development Value. It shows that individuals' motive of 'Promotion opportunities' in choosing a career in management influences attractiveness to Social Value i.e. good relationship with colleagues, and Development Value.

It is also observed that 'Quality of life' does not show significant relationship with any of the dimensions of Employer Attractiveness. It is likely that respondents do not associate quality of life with their work organisation. In addition, 'Chance; luck or circumstances' is significantly related to only Economic Value, 'Lack of access to other career options' is significantly related to only Application Value and 'Financial rewards in this career' is related to only Development Value. Thus, respondents' motive to pursue a career due to chance, luck or circumstances influences their attractiveness to Economic Value of their work organisation. Choosing a career without any specific purpose will result in seeking monetary benefits in the work organisation. Further, respondents' motive to choose a career in management due to lack of access to other career options influences their attractiveness to Application Value i.e. humanitarian aspect of an organisation and opportunity to apply what is learned. However, this maybe because majority of the students lack work experience and are in their early career stage and therefore, not able to relate to situations related to work experience. Subsequently, respondents' motive of financial rewards in career choice influences their attractiveness towards Development Value. It may be because students feel by developing themselves they will be able to enhance their career and thereby receive better compensation and benefits. "My knowledge of Labour Market" is significantly related to Interest Value which indicates that respondents' motive of choosing their career based on knowledge of market trends influences their attractiveness to an organisation's innovation culture.

Of the fourteen Protean Career Orientation items, three of them 'PCO3- Overall, I have a very independent, self-directed career', 'PCO8- I will rely more on myself than others to find a job whenever necessary' and 'PCO9- I will navigate my own career, based on my personal priorities, as opposed to my employer's priorities' show significant relationship with maximum number of dimensions of Employer Attractiveness i.e. four of

the five dimensions. These items indicate strong self-directed behaviour of the respondents who take complete responsibility of managing their career and are clear and confident to take the responsibility. The item 'PCO13- What I think about what is right in my career is more important to me than what my company thinks' is observed to have no significant relationship with any of the dimensions of Employer Attractiveness. This is because as mentioned earlier, majority of the respondents do not have prior work experience and hence not able to relate to situations pertaining to work situation in a company. The item PCO1 - 'If development opportunities are not offered by my company, I will seek them out on my own' is significantly related to only Economic Value dimension indicating the importance assigned to economic aspect and their willingness to seek it. The items 'PCO5- I am in charge of my own career' and 'PCO10- it doesn't matter to me how other people evaluate the choices I make in my career' show significant relationship with only one dimension each of Employer Attractiveness – PCO5 with Application Value and PCO10 with Development Value. This indicates students taking charge of their own career are attracted to fact that their employing organisation will provide them opportunity to apply what is learn and is humanitarian. Further, students' focus on developmental aspects is not influenced by other people's evaluation of their career.

In addition, maximum number of items of Protean Career orientation show significant relationship with Development Value (8 out of 14 items). This indicates respondents with Protean Career orientation show strong relationship with Development Value. This is because individuals with Protean Career orientation take responsibility of their careers and focus on updating their skills. They depend less on others for their career decisions and are self-directed. The other dimensions of Employer Attractiveness show significant relationship with four (Social Value) and five items (Economic Value, Interest Value and Application Value) of Protean Career Orientation.

Table 4.45a: Results of PLS Path Model showing strength of relationship between Factors influencing Career Choice, Protean Career Orientation and dimensions of Employer Attractiveness

Employer Attractiveness Dimensions		Entire Sample estimate	T-Statistic	Result
Employer Attractiveness	EXTINF->EMPATTR	0.0070	0.1590	NS
	OWNEDU->EMPATTR	0.0700	1.1223	NS
	CARRBEN->EMPATTR	**0.1340**	**2.1559**	S
	PCO->EMPATTR	**0.4270**	**8.0155**	S
Development Value	EXTINF->DEVPVAL	0.1030	1.8826	NS
	CARRBEN->DEVPVAL	**0.2020**	**2.9239**	S
	OWNEDU->DEVPVAL	**0.1420**	**4.9400**	S
	PCO->DEVPVAL	**0.4160**	**9.5114**	S
Social Value	EXTINF->SOCVAL	**0.1030**	**2.5283**	S
	CARRBEN->SOCVAL	**0.2020**	**4.8760**	S
	OWNEDU->SOCVAL	**0.1420**	**3.7172**	S
	PCO->SOCVAL	**0.4160**	**10.2496**	S
Interest Value	EXTINF->INTVAL	0.0510	1.5683	NS
	OWNEDU->INTVAL	**0.1340**	**3.3442**	S
	CARRBEN->INTVAL	**0.1250**	**2.7804**	S
	PCO->INTVAL	**0.4750**	**11.5035**	S
Economic Value	EXTINF->ECOVAL	**0.0740**	**2.2489**	S
	OWNEDU->ECOVAL	**0.0750**	**2.0209**	S
	CARRBEN->ECOVAL	**0.2620**	**5.9400**	S
	PCO->ECOVAL	**0.4380**	**10.3717**	S
Application Value	EXTINF->APPLVAL	**0.1400**	**3.2236**	S
	CARRBEN->APPLVAL	**0.1580**	**3.4972**	S
	OWNEDU->APPLVAL	**0.0820**	**2.1378**	S
	PCO->APPLVAL	**0.4270**	**10.3198**	S

S – Significant, NS – Not Significant

Table 4.45a summarizes the results of PLS-SEM analyses, showing the strength of relationship between factors influencing Career Choice, Protean Career Orientation and dimensions of Employer Attractiveness. Protean Career orientation (PCO) is found to have the strongest relationship with all the dimensions of Employer Attractiveness as is given by the results of SEM-PLS analyses (table 4.45). It is observed that Protean Career Orientation is the strongest predictor of Interest Value ($\beta = 0.475$) as compared to other dimensions of Employer Attractiveness. Interest Value in an organisation is associated with exciting work environment, innovative employer, innovative and high quality products and services and supporting creativity in employees. Individuals with Protean Career orientation have higher preference for Interest Value in Organisation; but Protean Career Orientation shows strong relationship with other dimensions of Employer Attractiveness also. All the five dimensions of Employer Attractiveness have been established as important to job seekers in literature, and it is observed that it is equally important to job seekers with the modern career orientation, namely Protean Career orientation.

Similarly, "Career Benefits" is the next strongest predictor of all the dimensions of Employer Attractiveness; and is the strongest predictor of Economic Value ($\beta = 0.2620$) compared to other dimensions. Economic Value in an organisation is associated with good promotion opportunities, job security, experience, good salary and compensation package. Career benefits comprise financial rewards, quality of life, promotion opportunities and training and development. Therefore, it is very much likely that those individuals who choose a career with the benefits associated with the career as the motive will favour Economic Value in the organisation they seek employment. Among the other Career Choice factors, "Own Education" is the strongest predictor of all the dimensions of Employer Attractiveness except of Application Value. After PCO and "Career Benefits", "External Influences" shows strongest relationship with Application Value. Application Value includes organisational inclination to humanitarian causes, opportunity to teach others, acceptance and belonging and organisation with customer orientation. "External Influences" includes motives to choose a career on the basis of success stories heard about the organisation from family and friends, no other career option available; chance or luck and labour market trends. Thus, it may be that those

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individuals interested in humanitarian work, giving back to society and looking for opportunity to apply their knowledge do not are not motivated by "Career Benefits" and "Own Education" (their skills, education and training) when choosing a career in management. They may not be associating MBA with humanitarian work or as a means to give back to society. Therefore, such individuals may rely more on external factors when choosing a career in management as their main aim is applying their learning and giving back to society.

Table 4.45b gives the overall result of PLS Path Model of relationship between Factors influencing Career Choice, Protean Career Orientation and dimensions of Employer Attractiveness. This provides an overview of the extent of influence of Career Choice Factors and Protean Career Orientation on the dimensions of Employer Attractiveness.

Table 4.45b: A summary of results of PLS Path Model of relationship between Factors influencing Career Choice, Protean Career Orientation and dimensions of Employer Attractiveness

	External Influences	**Own Education**	**Career Benefits**	**Protean Career Orientation**
Employer Attractiveness	NS	NS	S	S
Development Value	NS	S	S	S
Social Value	S	S	S	S
Interest Value	NS	S	S	S
Economic Value	S	S	S	S
Application Value	S	S	S	S

Table 4.45b shows the overall relationship between Factors influencing Career Choice, Protean Career Orientation and dimensions of Employer Attractiveness. From the table it is seen that "Career Benefits" and Protean Career Orientation significantly influences all the dimensions of Employer Attractiveness, indicating the importance of career benefits to Gen Y management graduates. The modern career approach also

influences attractiveness to dimensions of Employer Attractiveness. "Own Education" does not influence the overall Employer Attractiveness construct but is seen to be significantly related to all the dimensions indicating respondents' perceived suitability of the education and skills for management education influences their attractiveness to all the dimensions of Employer Attractiveness. "External Influences" only influences three dimensions of Employer Attractiveness – Social Value, Economic Value and Application Value as reputation or image of a company's humanitarian aspect or giving back to society, work environment and compensation related information are available in the job market and also likely to be provided by family, friends and other acquaintances. Therefore, these external factors influencing choice of MBA as a career is likely to influence attractiveness towards Application, Economic and Social Value in the employing organisation.

Next, the extent to which dimensions of Employer Attractiveness impact Job Pursuit Intention is examined.

4.6 Impact of Employer Attractiveness dimensions on Job Pursuit Intention

This section examines the fifth objective of the study that is the impact of Employer Attractiveness and its dimensions on Job Pursuit Intention. Review of literature establishes that attractiveness to an organisation will lead to job pursuit behaviour. First, the impact of Employer Attractiveness construct on Job Pursuit Intention is examined then Employer Attractiveness construct is split to its five dimensions and the impact of each of the individual dimension is explored. Multiple regression analysis is carried out to examine the item wise relationship of the items of Employer Attractiveness with Job Pursuit Intention. PLS-SEM analysis is performed to study the impact of each of the dimensions of Employer Attractiveness considered as a construct on Job Pursuit Intention.

First, Correlation analysis is done to find the association among the study variables.

Table 4.46: Mean, Standard Deviation and Inter-correlation between dimensions of Employer Attractiveness and Job Pursuit Intention

	Mean	Std Dev	1	2	3	4	5	6	7
Development Value	5.7660	0.7238	1						
Social Value	5.6918	0.7580	0.764**	1					
Interest Value	5.7235	0.7476	0.663**	0.727**	1				
Economic Value	5.6693	0.7945	0.699**	0.765**	0.653**	1			
Application Value	5.6936	0.7545	0.570**	0.578**	0.588**	0.596**	1		
Employer Attractiveness	5.7016	0.6708	0.847**	0.876**	0.831*	0.838**	0.783**	1	
Job Pursuit Intention	5.8631	0.8256	**0.652****	**0.594****	**0.534***	**0.537****	**0.427****	**0.659****	1
**. Correlation is significant at the 0.01 level (2-tailed).									
*. Correlation is significant at the 0.05 level (2-tailed).									
Source: Primary Data									

Table 4.46 presents the descriptive statistics and Correlation Analysis results. The results show significant positive association between Employer Attractiveness, its dimensions and Job Pursuit Intention; Employer Attractiveness (r = 0. 659, p<0.01); Development Value (r = 0.652, p <0.01); Social Value (r = 0.594, p<0.01); Interest Value (r = 0.534, p<0.01); Economic Value (r = 0.537, p<0.01) and Application Value (r = 0.427, p<0.01).

It is observed from the table 4.46 the strength of association between Application Value with Job Pursuit Intention is weaker as compared to other dimensions of Employer Attractiveness. This indicates weaker influence of application value in impacting the job pursuit intention of respondents.

Further, Regression analysis is conducted to explore the extent of impact of each of the items of dimensions of Employer Attractiveness on job pursuit behaviour. In other

words, to find which dimensions are more strongly related to the dependent variable Job Pursuit Intention.

Table 4.47: Regression Analysis with dimensions of Employer Attractiveness as independent variables and Job Pursuit Intention as dependant variable - Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
9	0.707[i]	0.500	0.490	0.58949	52.502	0.000[i]

Predictors: (Constant);

DV5-Feeling more self-confident as a result of working for a particular organisation

DV4- Feeling good about yourself as a result of working for a particular organisation

DV6- Gaining Career Enhancing Experience

SV2- A fun Working Environment

SV9- Supportive and encouraging colleagues

EV25- Attractive overall compensation package

EV22- Hands-on inter-departmental experience

AV16- Humanitarian organisation – gives back to society

AV17- Opportunity to apply what was learned at a business school

Dependent Variable: Job Pursuit Intention

Table 4.47 shows the results of linear multiple regression analysis with dimensions of Employer Attractiveness as independent variables and Job Pursuit Intention as dependant variable. Dimensions of Employer Attractiveness accounted for 49% ($R^2 = 0.490$) of the variance in the dependant variable Job Pursuit Intention. Also seen in table 4.45 is the F statistic (52.502) with $p < 0.000$ for the regression relationship, less than or equal to the level of significance of 0.05.

Thus, the results indicate that dimensions of Employer Attractiveness significantly impact Job Pursuit Intention. Hypothesis 3 is accepted that there is

significant relationship between the dimensions of Employer Attractiveness and Job Pursuit Intention.

Table 4.48: Coefficients[a] of Regression Model with dimensions of Employer Attractiveness as independent variables and Job Pursuit Intention as dependant variable

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	B		
9 (Constant)	1.999	0.223		8.957	0.000
DV6 - Gaining Career Enhancing Experience	0.159	0.030	0.231	5.317	0.000
SV9 - Supportive and encouraging colleagues	0.098	0.028	0.137	3.449	0.001
AV16 Humanitarian organisation – gives back to society	0.099	0.027	0.146	3.724	0.000
DV5 - Feeling more self-confident as a result of working for a particular organisation	0.122	0.030	0.168	3.994	0.000
EV25- Attractive overall compensation package	0.071	0.029	0.095	2.404	0.017
EV22 - Hands-on inter-departmental experience	0.073	0.029	0.098	2.537	0.011
SV2 – A fun Working Environment.	0.054	0.024	0.080	2.259	0.024
AV17- Opportunity to apply what was learned at a business school	-0.058	0.025	-0.080	-2.369	0.018
DV4- Feeling good about yourself as a result of working for a particular organisation.	0.065	0.031	0.088	2.095	0.037

a. Dependent Variable: Job Pursuit Intention

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Table 4.48 gives the β coefficients for the regression equation. The equation is as given below:

Predicted Job Pursuit Intention = 1.999 + 0.159(DV6) + 0.098(SV9) + 0.099(AV16) + 0.122(DV5) + 0.071(EV25) + 0.073(EV22) + 0.054(SV2) + -0.058 (AV17) + 0.065(DV4)

The results given in table 4.48 report that out of 25 items of Employer Attractiveness, only nine items impact Job Pursuit Intention. Table 4.48 also gives the standardised coefficient Beta value which gives the relative strength of the relationship between the dependent variable – Job Pursuit Intention and independent variable Employer Attractiveness. Development Value items 'DV6- Gaining Career Enhancing Experience' ($\beta = 0.231$, t =5.317, p < 0.001) and 'DV5 - Feeling more self-confident as a result of working for a particular organisation' ($\beta = 0.168$, t = 3.994, p < 0.001) show strongest relationship with Job Pursuit Intention; followed by Application Value item AV16- 'Humanitarian Organisation' ($\beta = 0.146$, t = 3.724, p < 0.001) and Social Value item SV9- 'Supportive and encouraging colleagues' ($\beta = 0.137$, t = 3.449, p = 0.001). The other items that demonstrate significant relationship with Job Pursuit Intention are Economic Value items EV25- 'Attractive overall compensation package' ($\beta = 0.095$, t = 2.404, p = 0.017), EV22– 'Hands-on inter-departmental experience' ($\beta = 0.09.8$, t = 2.537, p = 0.011); Social Value item SV2– 'A fun Working Environment' ($\beta = 0.080$, t = 2.259, p = 0.024), Application Value AV17- 'Opportunity to apply what was learned at a business school' ($\beta = -0.088$, t = -2.369, p = 0.018) and Development Value DV4 – 'Feeling good about yourself as a result of working for a particular organisation' ($\beta = 0.088$, t = 2.095, p = 0.037).

From the results of regression analysis it is observed that Development Value, Social Value and Economic Value show stronger relationship with Job Pursuit Intention. Interest Value items, and though Application Value items significantly impact Job Pursuit Intention but to a lesser extent as compared to other dimensions. Only one item "Humanitarian Organisation" shows significant positive relationship indicating Gen Y's desire to be associated with organisations that values care, compassion and involves in activities that are pro humanity. Further, the item AV17- 'Opportunity to apply what was

learned at a business school' shows negative significant relationship with Job Pursuit Intention. This is because almost all the student respondents do not have work experience and hence are not in a position to relate to application of knowledge at the workplace.

Further, PLS – SEM analysis is performed to examine the impact of the constructs of dimensions of Employer Attractiveness on Job Pursuit Intention.
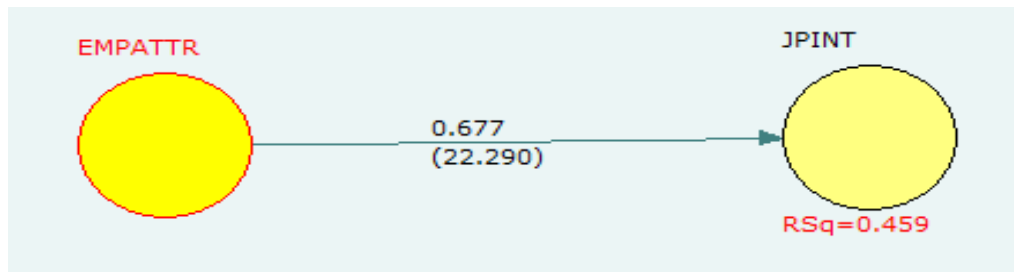

Figure 4.8 PLS path model depicting relationship between Employer Attractiveness and Job Pursuit Intention

Legend of the terms used in model

EMPATTR   : Employer Attractiveness

JPI   : Job Pursuit Intention

From the figure 4.8 it is seen that the Employer Attractiveness has an R^2 value of 0.459 which means that Employer Attractiveness explains 45.9% of the variability in Job Pursuit Intention. The t statistic values given in the parentheses of the paths indicate the path validity and signify the importance of the influence of the exogenous constructs on the endogenous constructs. The values are given in table 4.50. It is reported that Employer Attractiveness strongly influences Job Pursuit Intention that is the t values are significant at 95% confidence level.

Table 4.49: Structural Model—BootStrap of relationship between Employer Attractiveness and Job Pursuit Intention

	Entire Sample estimate	Mean of Subsamples	Standard error	t -Statistic	Result
EMPATTR->JPINT	0.6770	0.6774	0.0304	22.2904	S

S – Significant, NS – Not Significant

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Table 4.49 gives the path co-efficient values and the related t statistics which test the significance of the path co-efficients and the extent of relationships between the constructs. Results indicate that the path co-efficients between "Employer Attractiveness" and "Job Pursuit Intention" is significant indicating significant association of the variables. The path co-efficients between "Employer Attractiveness" and "Job Pursuit Intentions" are β = 0.6770, t =22.2904, p < 0.01 indicating significant association between the variables. The R^2 value (0.459) indicates the extent "Employer Attractiveness" influences "Job Pursuit Intention" and explains 45.5% of its variation.

Therefore, the research hypothesis 3 is supported that there is a statistically significant relationship between the Employer Attractiveness and the dependent variable Job Pursuit Intention. This is in congruence with earlier studies that provide evidence that attractiveness to an employer leads to the behaviour of job pursuit with the organisation (Schwab *et al.*, 1987; Saks *et al.*, 1995; Moy and Lee, 2002; Highhouse *et al.*, 2003; Chapman *et al.*, 2005; Gomes and Neves, 2011).

Next, the relationship between the dimensions of Employer Attractiveness and Job Pursuit Intention is examined with PLS-SEM.
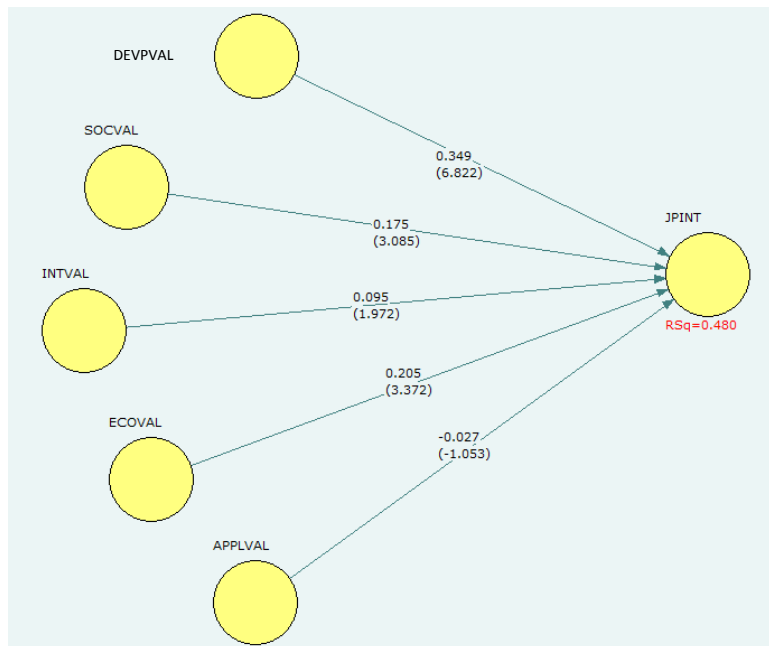

Figure 4.9 PLS path model depicting relationship between dimensions of Employer Attractiveness and Job Pursuit Intention

Legend of the terms used in model

DEVPVAL   : Development Value

SOCVAL   : Social Value

INTVAL   : Interest Value

ECOVAL   : Economic Value

APPLVAL   : Application Value

From the above figure 4.9 it is seen that the Employer Attractiveness has an R^2 value of 0.480 which means that the dimensions of Employer Attractiveness explain 48.0% of the variability in "Job Pursuit Intention". The t statistic values given in the parentheses of the paths indicate the path validity and signify the importance of the influence of the exogenous constructs on the endogenous constructs. The values are given in table 4.51. It is reported that except Application Value all the other four dimensions of Employer Attractiveness are significantly associated with Job pursuit Intension that is the t values are significant at 95% confidence level.

Table 4.50: Structural Model—BootStrap of relationship between dimensions of Employer Attractiveness and Job Pursuit Intention

	Entire Sample estimate	Mean of Subsamples	Standard error	t - Statistic	Result
DEVPVAL->JPINT	0.3490	0.3527	0.0512	6.8224	S
SOCVAL->JPINT	0.1750	0.1896	0.0567	3.0846	S
INTVAL->JPINT	0.0950	0.0902	0.0482	1.9716	S
ECOVAL->JPINT	0.2050	0.1730	0.0608	3.3715	S
APPLVAL->JPINT	-0.0270	-0.0330	0.0256	-1.0534	NS

S – Significant, NS – Not Significant

Table 4.50 gives the path co-efficient values and the related t statistics which test the significance of the path co-efficients and the extent of relationships between the constructs. Results indicate that the path co-efficients between four of the five

dimensions of Employer Attractiveness as significant indicating significant association of the variables with Job Pursuit Intention. The path co-efficients of Job Pursuit Intentions and Development Value are $\beta = 0.3490$, $t = 6.8224$, $p < 0.01$; Job Pursuit Intention and Social Value are $\beta = 0.1750$, $t = 3.0846$, $p < 0.01$, the path co-efficients between Interest Value and Job Pursuit Intention are $\beta = 0.0950$, $t = 1.9716$, $p < 0.01$ and the path co-efficients between Economic Value and Job Pursuit Intention are $\beta = 0.2050$, $t = 3.3715$, $p < 0.01$ indicating significant association between the variables. Application Value does not show significant relationship with Job Pursuit Intention ($\beta = 0.0270$, $t = -1.0534$, $p > 0.01$). The R^2 value (0.480) indicates the extent to which the four dimensions of Employer Attractiveness influence Job Pursuit Intention and it is established that these they explain 48.0% of the variation in Job Pursuit Intention.

SEM-PLS analysis show significant relationship between Job Pursuit Intention and four dimensions of Employer Attractiveness - Development Value, Economic Value, Social Value and Interest Value. But the Employer Attractiveness dimension with the strongest impact on Job Pursuit Intention is Development Value followed by Economic Value and Social Value. Interest Value shows significant relationship but not as strong as the other three dimensions. However, Application Value is not significantly related to Job Pursuit Intention. The findings are somewhat in line with the findings of multiple regression analysis, where items of Dependent Value, Social Value, and Economic Value show strongest relationship. One of the items of Application Value – 'Humanitarian Organisation' also shows significant relationship with Job Pursuit Intention but to a lesser extent. Interest Value items do not seem to influence significantly Job Pursuit Intention in regression analysis but the Interest Value construct shows significant influence in the PLS SEM analysis though the strength of the relationship is weak.

Development Value as the most important predictor of Job Pursuit Intention is consistent with earlier research (Turban *et al.*, 1993; Gokuladas, 2010; Khabir, 2014). This is deduced to be reflections of high competitive nature of job market where development is not only the key to climb up the career ladder but has become a necessity survive in the larger job market. The findings are in line with a study by Gokuladas (2010) that reports that of the factors that influence the first job choice of engineering students in India, good training opportunities available is considered as the most important factor that influences both male

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and female respondents' decisions regarding their first-job. Similar findings have been reported earlier by Phillips *et al*. (1994). They state that opportunity for advancement to be the single most important factor to students and note that one of the factors, which management students deem important, is a good training programme. Similarly, lots of previous studies prove the importance of Development Value to student job seekers. Terjesen *et al*. (2007) in their study explore the organizational attributes that attract Generation Y men and women to apply to a management trainee position and the linkage of the perceived presence of these attributes to the likelihood to apply. They examine university students and find that the five most important organisational attributes are: "invest heavily in the training and development of their employees" "care about their employees as individuals" "clear opportunities for long-term career progression" "variety in daily work" and "dynamic, forward-looking approach to their business".

The findings of the study also report strong influence of Social Value in Job Pursuit Intention of Gen Y management students. The findings find support in previous research studies for example Sutherland (2012) in a paper examines job attribute preferences among respondents and finds that the top five ranked job attribute preferences are associated with the intrinsic work orientation like friendly people to work, liking your work, good relations with supervisor etc., particularly among the group between 20-25 years Researchers have also established work-relationship as one of the most preferred job and organizational attributes of prospective job applicants (Chew and Teo, 1993; Turban *et al*., 1993; Berthon *et al*., 2005; Ng *et al*., 2006; Terjesen, *et al*., 2007; Sutherland, 2012). Work – relationship is similar to Social Value in the present study. Bigoness (1988) identifies three primary preferred job attribute dimensions through factor analysis (1) professional growth; (2) work environment; and (3) salary. Meier *et al*. (2010) also note in their study that Gen Y individuals seek challenging tasks and have a yearning to learn by working with the employees around them.

Economic Value as a strong predictor of Job Pursuit Intention finds support in literature that report strong evidence of the significance of remuneration and compensation to Gen Y individuals (Rolfe, 2001; Meier *et al*., 2010) and benefits have been rated the highest preferred factor among the job and organisational attributes (Phillips *et al*., 1994; Tolbert & Moen, 1998; Ng and Burke, 2006; Pingle and Sodhi, 2014).

Gen Y is characterized by materialistic and consumer culture because of the advancements in technology when compared to the previous generation, (Hanzaee and Aghasibeig, 2010). Gen Y demand high compensation, pay and benefits, growth and learning opportunities (Smola and Sutton, 2002; Hess and Jepsen, 2009).

The findings also report Interest Value as having significant impact on Job Pursuit Intention though weaker compared to other dimensions. The findings find support in a few studies that note job seekers' assign importance to challenging and interesting work environment in the organisation they intend to apply (Jurgensen, 1978; Posner, 1981; Pingle and Sodhi, 2014). Pingle and Sodhi (2014) find Challenging and interesting work, and Attractive Compensation packages to be high on the list of potential employees while choosing an employer.

Thus, it is established from data analyses that Development Value, Social Value and Economic Value are the main predictors of Job Pursuit Intention. Interest Value is also a significant predictor but not as strong as the other three dimensions. Therefore, the results are indicative that Gen Y management students attach more importance to opportunities for growth and fun working environment where they feel accepted and have supportive and encouraging colleagues.

4.7 Gender differences in factors influencing the Career Choice, Protean Career Orientation and the perceived level of importance of the dimensions of Employer Attractiveness

Over the last twenty years increasing participation of women in labour-force has raised new issues for research on careers (Valcour and Tolbert, 2003). More and more women have entered to what were traditionally exclusively male career paths (Blau *et al.*, 2002). Therefore, women are also an important part of the workforce and contribute significantly in achieving the organisational objectives. An understanding of their preferences, work attitude and expectations, and career approach is important to attract and retain them. Moreover, understanding the differences between men and women with regard to career orientation and approach, work attribute preferences and attitude are important for organisations to meet the expectation of men and women workforce and manage them better. This necessitates an

investigation of gender differences in career choice, career orientation and job and organisational attribute preference.

Earlier literature shows evidence of lot of studies on gender differences with regard to Career Choice (Schneider, 1987; Hofstede, 1991; Becker and Moen, 1999; Nelson, 2000; Danziger and Eden, 2007; Bourne and Ozbilgin, 2008; Gilbert *et al*., 2008; Malach-Pines and Kaspi-Baruch, 2008; Ng, Burke and Fiksenbaum, 2008; Özbilgin, 2008; Vigoda-Gadot and Grimland, 2008), Protean Career Orientation (Hall, 2004; McDonald *et al*., 2005; Briscoe *et al*., 2006; Agarwala, 2008; Ng, Burke, and Fiksenbaum, 2008; Segers *et al*., 2008; Vigoda-Gadot & Grimland, 2008) and, job and organisational attribute preferences and organisational attractiveness (Gilligan, 1982; Geib and Lueptow, 1996; Tolbert and Moen, 1998; Maier, 1999; Hull and Nelson, 2000; Konrad *et al*., 2000; Konrad *et al*., 2003; Danziger and Eden, 2007; Terjesen *et al*., 2007; Alniacik and Alniacik, 2012; Kulkarni and Nityanand, 2013).

To test the effect of gender on the study variables (i.e. Career Choice Factors, Protean Career Orientation, Employer Attractiveness and Job Pursuit Intention) independent t-test is performed.

Table 4.51: t –test: Gender and Study Variables – Factors influencing Career Choice Factors, Protean Career Orientation and dimensions of Employer Attractiveness

		N	Mean	Std Dev		Levene's Test for Equality of Variances		t-test for Equality of Means		
						F	Sig.	t	df	Sig. (2-tailed)
Career Benefits	Male	249	5.577	0.831	Equal variances assumed	1.016	0.314	-1.660	481	0.098
	Female	234	5.722	0.767	Equal variances not assumed			-1.662	480.71	0.097
	Total	483	5.648	0.804						
Own Education	Male	249	6.056	0.809	Equal variances assumed	3.018	0.083	-3.177	481	**0.002**
	Female	234	6.282	0.749	Equal variances not assumed			-3.185	480.91	0.002
	Total	483	6.166	0.788						

		N	Mean	Std Dev		Levene's Test for Equality of Variances		t-test for Equality of Means		
						F	Sig.	t	df	Sig. (2-tailed)
External Influences	Male	249	4.974	1.027	Equal variances assumed	1.630	0.202	1.110	481	0.267
	Female	234	4.865	1.121	Equal variances not assumed			1.107	470.58	0.269
	Total	483	4.921	1.074						
Development Value	Male	249	5.682	0.721	Equal variances assumed	0.003	0.953	-2.662	481	**0.008**
	Female	234	5.856	0.718	Equal variances not assumed			-2.663	479.35	0.008
	Total	483	5.766	0.724						
Social Value	Male	249	5.672	0.751	Equal variances assumed	0.872	0.351	-0.597	481	0.551
	Female	234	5.713	0.767	Equal variances not assumed			-0.597	477.72	0.551
	Total	483	5.692	0.758						
Interest Value	Male	249	5.684	0.758	Equal variances assumed	0.028	0.868	-1.201	481	0.230
	Female	234	5.766	0.735	Equal variances not assumed			-1.202	480.52	0.230
	Total	483	5.724	0.748						
Economic Value	Male	249	5.622	0.794	Equal variances assumed	0.064	0.800	-1.350	481	0.178
	Female	234	5.720	0.793	Equal variances not assumed			-1.350	479.21	0.178
	Total	483	5.669	0.795						
Application Value	Male	249	5.688	0.687	Equal variances assumed	4.782	0.029	-0.157	481	0.875
	Female	234	5.699	0.822	Equal variances not assumed			-0.156	455.07	0.876
	Total	483	5.694	0.755						
PCO	Male	249	5.567	0.734	Equal variances assumed	1.105	0.294	-0.645	481	0.519
	Female	234	5.612	0.797	Equal variances not assumed			-0.643	471.17	0.520
	Total	483	5.589	0.764						

Table 4.51 provides a summary of t-test results. The Levene's Test for Equal variances yields a p-value of 0.314 with respect to "Career Benefits". This means that the group variances are equal and the statistics first row (Equal variances assumed) is to be used. The p-value 0.098, more than 0.05, indicates that there is no significant difference between mean of "Career Benefits" of female and male students. Thus, it is concluded that male and female students are not significantly different with respect to the importance assigned to "Career Benefits" when choosing a career in management.

Further, with respect to the Career Choice factor "Own Education", the Levene's Test for Equal variances yields a p-value of 0.083. This implies that the group variances are equal and the statistics in the first row is to be used. The p-value 0.002, less than 0.05, indicates that there is significant difference between mean of "Own Education" of female and male students. Thus, it is concluded that male and female students are significantly different with respect to the importance assigned to "Own Education" when choosing a career in management. Female students (M = 6.28) assign more importance to their education than male students (M = 6.06) when deciding their career.

The Levene's Test for Equal variances results in a p-value of 0.202 with regards to "External Influences". This means that the group variances are equal and the statistics in the first row is to be used. The p-value 0.267, more than 0.05, indicates that there is no significant difference between mean of "External Influences" of female and male students. Thus, it is concluded that male and female students are not significantly different with respect to the importance assigned to information from "External Influences" when choosing a career in management.

Further, with respect to the Employer Attractiveness dimension Development Value, the Levene's Test for Equal variances yields a p-value of 0.953. This implies that the group variances are equal and the statistics in the first row is to be used. The p-value 0.008, less than 0.05, indicates that there is significant difference between mean of Development Value of female and male students. Thus, it is concluded that male and female students are significantly different with respect to the attractiveness towards Development Value in the organisation they choose to work for. Female students (M = 5.86) are more attracted to Development Value in the work organisation than male students (M = 5.68).

The Levene's Test for Equal variances results in a p-value of 0.351 for the Employer Attractiveness dimension Social Value. This means that the group variances are equal and the statistics in the first row is to be used. The p-value 0.551, more than 0.05, indicates that there is no significant difference between mean of Social Value of female and male students. Thus, it is concluded that male and female students are not significantly different with respect to the attractiveness towards Social Value in the organisation they seek employment.

With respect to Interest Value dimension, the Levene's Test for Equal variances yields a p-value of 0.868. This means that the group variances are equal and the statistics in the first row is to be used. The p-value 0.230, more than 0.05, indicates that there is no significant difference between mean of Interest Value of female and male students. Thus, it is concluded that male and female students are not significantly different with respect to the attractiveness towards Interest Value in the organisation they intend to work for.

Further, considering respect to Economic Value dimension, the Levene's Test for Equal variances yields a p-value of 0.800. This means that the group variances are equal and the statistics in the first row is to be used. The p-value 0.178, more than 0.05, indicates that there is no significant difference between mean of Economic Value of female and male students. Thus, it is concluded that male and female students are not significantly different with respect to the attractiveness towards Economic Value in the organisation they intend to work for.

The Levene's Test for Equal variances for Application Value yields a p-value of 0.029. This means that the group variances are not equal and the statistics in the second row (Equal variances not assumed) is to be used. The p-value 0.876 is more than 0.05 which indicates that there is no significant difference between mean of Application Value of female and male students. Thus, it is concluded that male and female students are not significantly different with respect to the attractiveness towards Application Value in the organisation they intend to work for.

Also, no statistically significant difference in mean scores between male and female students with regards to Protean Career orientation is found. Levene's Test for

Equal variances for Protean Career orientation shows a p-value of 0.294 which implies that the group variances are equal and the statistics in the first row is to be used. The p-value 0.519, more than 0.05, indicates that there is no significant difference between mean scores of Protean Career Orientation of male and female respondents. Thus, it is concluded that male and female students are not significantly different with respect to their Protean Career orientation.

Past literature exploring gender differences report mixed findings as mentioned previously. While most of the studies have reported gender differences in career and job choice and job and organisational preferences some have reported no differences (Hall, 2004; Barber, 1998; Briscoe *et al*., 2006; Ng *et al*., 2008; Agarwala, 2008; Gokuladas, Vigoda-Gadot and Grimland, 2008). Hall (2004) proposed that a person's career orientation was unrelated to gender. Becker and Moen (1999) note that younger women start out with more similar ideas and high career expectations like men, but life situations like children, moves them off their career path. Segers *et al*. (2008) report no gender differences in self-directedness, but find that women scoring higher on the values driven dimension of Protean Career orientation than men. In case of Employer Attractiveness dimensions which are synonymous with job and organisational attributes, few studies note minor or no gender differences – Bigoness (2006) in a study investigates the job attribute preferences of male and female MBA candidates and differing to most previous research, females are found to place a greater emphasis on the professional growth dimension than did males. Males, on the other hand, placed greater emphasis on salary considerations. No sex difference was found in participants' ratings of the work environment job attribute dimension. Robinson *et al*. (2004) in their study examine job attribute preferences of men and women and find that though some differences remain, most gender differences have decreased since previous studies.

Thus, the results demonstrate that Development Value, Social Value, Economic Value and Interest Value are the main predictors of Job Pursuit Intention of Gen Y Management Students. This is an interesting finding as finally when it comes to Job Pursuit Intention or pursuing a job with an organisation Gen Y management graduates mainly look for Development Value, Economic value and Social Value, and to some extent Interest Value. Attractiveness towards Application Value does not impact Job

Pursuit Intention. Application Value is the perceived attractiveness towards an organisation for its service to the society and image as a humanitarian organisation. Though, literature shows evidence that Millennials volunteer at higher rates and more likely to care about social issues than previous generations (Twenge, 2010), Application Value is not a significant predictor of Job Pursuit Intention in the current study. This may be because majority of the students are in their early career stage and do not have work experience. They are therefore not able to appreciate the practical implication of Application Value.

4.8 Chapter Summary

This chapter analyzes the raw data using appropriate statistical tools to accomplish the objectives of the study. Hypotheses framed are also tested and results and findings are discussed in detail. The results throw light on the career orientation and preferences of Gen Y management students in Coimbatore and the factors that influence their career choice decision and Job Pursuit Intention.

Percentage Analyses, Descriptive statistics and Chi-square test are carried out to examine the demographic profile of the sample. Factor Analysis is done to identify the factors influencing Gen Y management students' choice of a career in management. To examine the relationship of individual items of Career Choice factors and Protean Career Orientation with Employer Attractiveness, and the relationship of individual items of dimensions of Employer Attractiveness with Job Pursuit Intention, multiple regression analysis is performed. Structural Equation Modelling using Visual PLS is used to examine the impact of the constructs of factors of Career Choice and Protean Career orientation on the dimensions of Employer Attractiveness and also the impact of the individual dimensions of Employer Attractiveness (Development value, Social Value, Interest Value, Economic Value and Application Value) taken as constructs on Job Pursuit Intention. T-test is carried out to examine gender differences among the respondents with regards to the study variables – Career Choice Factors, Protean Career Orientation, dimensions of Employer Attractiveness and Job Pursuit Intention.

The results of the descriptive analysis reveal that 51.6% of the respondents are male and 48.4% are female, which implies that male and female members are almost

equal in proportion. This is indicative of more and more female members taking up professional careers in India. It is also found that majority of the respondents are between the age group of 20 to 25 years and are unmarried. In addition, majority of the respondents do not have work experience with only 10.1% having less than one year work experience, and 8.5 % having more than 1 year of work experience. This is a common trend in most of the tier 2 and 3 business schools in India where work experience is not an eligibility criterion to pursue MBA. In Coimbatore as is the case in many other tier 2 business schools across India people pursue their MBA immediately after graduation. Therefore, majority of the respondents are between the age group of 20-25 years.

The respondents vary in their undergraduate degree as the basic eligibility for pursuing MBA is graduation in any discipline followed by a high score in entry tests. It is observed that most of the students have completed their Bachelor's degree in commerce (BCom) or Bachelor's in Business Administration / Management and (BBA/BBM) followed by Engineering. Students with Science (BSc) and Arts (BA) as undergraduate degree comprise only 11.8% and 11.4% percent respectively. Only 6.8% of the respondents have bachelor' in Computer Applications (BCA) as their under graduate degree.

The choice of specialization also varies with majority (38.9%) of the students opting for Finance and Human resource Management (38.1%) as their specialization; followed by Marketing, Operations, Systems and General Management.

The results of Chi-square test to examine significant relationship between undergraduate discipline and specialization, and gender show no significant relationship between gender and the undergraduate discipline of the respondents, and, gender and specialization of the respondents. This implies gender does not influence the choice of undergraduate course and specialization of the respondents. These findings indicate that men and women are similar in their career aspirations and goals in their early career stage.

Further, Factor Analysis of the items representing Career Choice results in three factors, "External Influences", "Career Benefits" and "Own Education". It is found that the mean of factor "Own Education" is highest at than the other two factors indicating

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that the respondents when making their career choice consider their own skills and education as most important factor when deciding their career. They believe that their abilities and education is suitable to pursue a career in management education. The other factor higher in mean value next to "Own Education" is "Career Benefits".

Subsequently, examining Protean Career orientation of Gen Y management students show high the overall mean value (M=5.59) which suggests that the Gen Y management students are Protean in their career orientation.

Based on the average value of Protean Career orientation (PCO) respondents are categorised into having high Protean Career orientation and low Protean Career orientation. Respondents with mean value between 1.00 and 4.99 are put into the category of low Protean Career Orientation, and those above 4.99 are considered to be having high Protean Career Orientation. It is observed that 19.3% of the respondents demonstrate low protean career orientation and 80.7% demonstrate high protean career orientation.

The results of Chi-square test to examine the relationship between gender, Specialization and Undergraduate discipline with the two categories of Protean Career orientation i.e. high Protean Career orientation and low Protean Career orientation reveal no significant relationship between gender and Specialization with the two categories of Protean Career Orientation. But significant relationship is observed between Undergraduate discipline and Protean Career orientation. It is found that within the group of respondents exhibiting low Protean orientation, the highest percent of students with low Protean Career orientation is from BBM/ BBA, and, the highest per cent of students exhibiting high Protean Career orientation is from BCom. Thus, it is inferred that while BCom graduates have many options when going for post-graduation like Chartered Accountancy, Masters in Commerce, Management Accounting, Public accounting and Masters in Business Administration (MBA), choosing MBA rather than the usual accounting courses implies that they consider career decision as their responsibility and show self-directedness in deliberately choosing a career in management. Whereas it is a natural choice for individuals when going for post graduation after under graduation in BBA/ BBM to opt for MBA as it is extension of the same discipline.

Results of ANOVA performed to examine if student groups based on Undergraduate discipline and Specialization differ in their Protean Career orientation show no significant differences in their Protean Career orientation among the various respondent groups based on their Undergraduate discipline and Specialization. This is because the students are in their early career stage and exhibit similar career aspirations and attitude.

Further, Descriptive statistics show respondents rating all the dimensions of Employer attractiveness highly and almost equally. Besides, very little difference is observed between the mean values of each of the dimensions indicating that all the dimensions are equally important to management students. Very minor differences are seen in the means of Employer Attractiveness and its dimensions (Development Value, Social Value; Interest Value; Economic Value and Application Value). Thus, all the dimensions of Employer Attractiveness are perceived important by management students. Moreover, results of ANOVA indicate no differences in the preferences of dimensions of Employer Attractiveness in the student groups based on undergraduate discipline and specialization. This implies that students in their early career stage seem to show similar preferences and aspirations.

Next, correlation analysis reveals strong relationship of Protean Career orientation and Career Choice factors with Employer Attractiveness and its dimensions. The strength of the relationship between Protean Career orientation and Application Value is comparatively lesser than the other four dimensions. The strength of the relationship of Career Choice factor "Career Benefits" is found to be greater with Development Value, Social Value and Economic Value. This implies that the respondents assigning greater importance to "Career benefits" when making career choice, also assign greater importance to Development Value, Social Value and Economic Value in their potential employers.

To summarize the multiple regression analysis, it is found that among the items of Career Choice factors, 'Training and education' has significant relationship with all the dimensions of Employer Attractiveness. This indicates that high importance to the motive of training and education opportunities when choosing a career is strongly related to the

preference for Development, Social, Interest, Economic and Application Values in the organisation respondents intend to work for. The other item of Career Choice factor which shows significant relationship with four of dimensions of Employer Attractiveness is 'My education and training'; indicating the importance assigned to the belief that their education and training is suitable for pursuing a career in management strongly influences respondents' attractiveness to all the dimensions of Employer Attractiveness except Economic Value. The other two items that show significant relationship with dimensions of Employer Attractiveness are – 'My skills and abilities' and 'Success stories of friends; family' which show significant relationship with Development value, Economic value and Interest Value. It can be thus inferred that the decision of career choice in management based on ones skills and abilities does not influence attractiveness towards Social Value and Application Value. This is because majority of these students do not have work experience and are in their early career stage and therefore not be able to relate to the idea of applying their knowledge at the work place or being socially responsible. Also, when choosing to pursue a career in management influenced by stories from friends and family, respondents may not be aware of development opportunities, innovative work culture, novel work practices or exciting work environment existing in the organisation. 'Promotion opportunities' significantly influences Social Value and Development Value. It shows that the respondents' motive of choosing a career in management for 'Promotion opportunities' influences their attractiveness or preferences for good relationship with colleagues and developmental opportunities in their potential employer.

It is also observed that 'Quality of life' does not have significant relationship with any of the dimensions of Employer Attractiveness. It is likely that respondents do not associate quality of life with their work organisation. In addition, 'Chance; luck or circumstances' is significantly related to only Economic Value, 'Lack of access to other career options' is significantly related to only Application Value and 'Financial rewards in this career' is related to only Development Value. Thus, among respondents with lesser clarity of the motive to pursue a career indicates greater importance to economic aspects and those who feel they have no other career options apart from management education give greater importance to humanitarian aspect of an organisation and

opportunity to apply what is learned. This can be attributed to the fact that as majority of these students do not have work experience, they may not be able to relate to the idea of applying what is learned from the practical point of view. Also, respondents with financial rewards associated with the career however show positive relation with Development Value. This is because students feel by developing themselves they will be able to enhance their career and thereby receive the associated rewards and benefits.

Among the Protean Career Orientation items, 'Overall, I have a very independent, self-directed career' and 'I will rely more on myself than others to find a job whenever necessary' and 'I will navigate my own career, based on my personal priorities, as opposed to my employer's priorities' show significant relationship with maximum number of dimensions of Employer Attractiveness i.e. four out of five dimensions. These items indicate strong self-directed behaviour of the respondents who take complete responsibility of managing their career and are clear and confident of taking career related decisions. The item 'What I think about what is right in my career is more important to me than what my company thinks' is observed to have no significant relationship with any of the dimensions of Employer Attractiveness. This is because as mentioned earlier, majority of the respondents do not have prior work experience and hence not able to relate to situations pertaining to working in the company. In addition, maximum number of items of Protean Career orientation show significant association with Development Value (8 out of 14 items). This indicates respondents with Protean Career orientation show strong relationship with Development Value as is indicated in the previous literature that individuals with high Protean Career orientation seek developmental opportunities to enhance their career prospects.

Further, to summarise the results of SEM-PLS with constructs of Career Choice factors – "Career Benefits", Own Education" and "External Influences"; Protean Career orientation and dimensions of Employer Attractiveness, it is observed that Protean Career orientation (PCO) is found to have the strongest relationship with all the dimensions of Employer Attractiveness. It is observed that Protean Career Orientation is the strongest predictor of Interest Value (as compared to other dimensions of Employer Attractiveness. Individuals with Protean Career orientation have higher preference for Interest Value in Organisation; but Protean Career Orientation shows strong relationship with other

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dimensions of Employer Attractiveness also. All the five dimensions of Employer Attractiveness have been established as important to job seekers in literature, and it is observed that it is equally important to job seekers with the modern career orientation, namely Protean Career orientation.

Similarly, "Career Benefits" is the next strongest predictor of all the dimensions of Employer Attractiveness and is the strongest predictor of Economic Value compared to other dimensions. This indicates that respondents' career choice based on the motive of benefits associated with the career, influences their preference towards Economic Value in the organisation they seek employment. Among the other Career Choice factors, "Own Education" is the strongest predictor of all the dimensions of Employer Attractiveness and shows strongest relationship with Development Value and Social Value. Respondents' motive of career choice based on the suitability of their education to the career strongly influences their attractiveness to Development Value and Social Value in the organisation of employment. "External Influences" shows strongest relationship with Application Value. Therefore, it may be inferred that individuals' interest in humanitarian work, giving back to society and looking for opportunity to apply their knowledge are influenced by market trends and information from external sources about the organisation. "External Influences" is significantly related with Social Value and Development Value but do not show significant relationship with Interest Value dimension of Employer Attractiveness. Individuals when basing their career choice decision influenced by external factors do not show attractiveness to Interest Value in the organisation they seek employment.

Subsequently, Correlation, Multiple regression and SEM-PLS establish that Employer Attractiveness positively impacts Job Pursuit Intention. The results of correlation analysis show significant positive association between Employer Attractiveness, its dimensions and Job Pursuit Intention. It is observed that as compared to all the five dimensions of Employer Attractiveness, the strength of association between Application Value with Job Pursuit Intention is weaker.

Results of Multiple regression analysis show Employer Attractiveness accounting for 49% of the variance in the dependant variable Job Pursuit Intention. Development

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Value items 'Gaining Career Enhancing Experience' and 'Feeling more self-confident as a result of working for a particular organisation' show strongest relationship with Job Pursuit Intention; followed by Application Value item 'Humanitarian Organisation' and Social Value item 'Supportive and encouraging colleagues'. The other items that demonstrate significant relationship with Job Pursuit Intention are Economic Value items 'Attractive overall compensation package', 'Hands-on inter-departmental experience'; Social Value item 'A fun Working Environment', Application Value 'Opportunity to apply what was learned at a business school' and Development Value 'Feeling good about yourself as a result of working for a particular organisation'. Among the items of Employer Attractiveness, the item 'Opportunity to apply what was learned at a business school' shows negative significant relationship with Job Pursuit Intention. This is because almost all the student respondents do not have work experience and hence are not in a position to relate to application of knowledge at the workplace.

SEM-PLS analysis show significant relationship between Job Pursuit Intention and four dimensions of Employer Attractiveness - Development Value, Economic Value, Social Value and Interest Value. But the strongest relationship is observed between Development Value and Job Pursuit Intention followed by Economic Value and Social Value. Interest Value shows significant relationship but not as strong as the other three dimensions. Application Value does not show significant relationship with Job Pursuit Intention. The R^2 value (0.480) indicates the extent to which the four dimensions of Employer Attractiveness influence Job Pursuit Intention and it is established that these they explain 48.0% of the variation in Job Pursuit Intention. The findings are somewhat in line with the findings of multiple regression analysis, where items of Dependent Value, Social Value, and Economic Value show strongest relationship. One of the items of Application Value also shows significant relationship with Job Pursuit Intention but to a lesser extent. Interest Value items do not seem to influence significantly Job Pursuit Intention.

Lastly, t- test performed to test the effect of gender on the study variables (i.e. Career Choice Factors, Protean Career Orientation, Employer Attractiveness and Job Pursuit Intentions) indicates that there is a statistically significant difference at 0.05 level between male and female respondents in Career Choice Factor – "Own Education" and

Employer Attractiveness Dimension -Development Value. Despite reaching statistical significance, the actual difference in mean scores between groups is quite small. The mean score of Career Choice factor "Own Education" is significantly higher for females than males implying females assign more importance to the congruence of their education for a career in management when making career choice decision. The mean score of Development Value for female students is significantly higher than from male respondents implying that female students considered Development Value offered by organisations as more important when considering employment. There is no statistically significant difference observed in the mean scores of male and female students with regards to other study variables. This implies that most of the research conducted in the area of career choice perception has little to do with gender difference, possibly due to reduced employment related gender role differences. In addition, social issues such as working mothers, increased gender equality, and a pro-child culture affected the behaviour of Millennials. Further, it is observed that the individuals in their initial years of academic life shared a similar pattern of aspirations and goals. However, during their later academic years, females reduced their occupational aspirations and revealed a stronger preference for a convenient balance between work and other facets of life.

Thus, it is also established that Gen Y management students are Protean in their career orientation and this career orientation significantly influences their attractiveness towards Employer Attractiveness dimensions in the organisation they intend to work. Among Career Choice factors the motive of career benefits when deciding to pursue a career in management is the strongest influencer of attractiveness towards Employer Attractiveness dimensions Development Value, Social Value, Economic Value and Application Value. Further, the influence of education and skills when choosing a career influences significantly attractiveness towards Interest Value of Employer Attractiveness. Though "External Influences" significantly influences Social Value and Application Value dimension, it did not show strong relationship with the other dimensions of Employer Attractiveness

Finally, Generation Y management students' Job pursuit Intention is significantly influenced by Development Value, which emerges as the main predictor, followed by

Social value and Economic Value. Interest Value significantly influences but to a lesser extent. Application Value did not significantly influence Job Pursuit Intention. This indicates that today's management students are thinking beyond money when choosing an employer. They expect their employing organisation to provide them learning and growth opportunities, good work relationship and good benefits.

Therefore, the overall results from the analyses confirm that Protean Career orientation and Career Choice factors significantly influence distinct dimensions of Employer Attractiveness, and Employer Attractiveness significantly impacts Job Pursuit Intention.