

Findings and Implications of the Study

CHAPTER 5

FINDINGS AND IMPLICATIONS OF THE STUDY

Introduction

The aim of the current study is to provide insights into the career orientation of Gen Y management students and the factors that influence their career choice; how these impact their attractiveness to an organisation and intention to pursue a job with an organisation. The findings of the study will help recruiters and business schools in understanding Gen Y's Career choice influences and expectations from potential employers. An understanding of Gen Y job seekers is said to enable organisations to attract better talent and also retain them. After identifying the research need, objectives are set for the study and hypotheses framed. Data is collected from final year Gen Y management students of business schools in Coimbatore actively pursuing a job. To achieve the objectives, data is analysed using SPSS and Visual PLS software, and the hypotheses framed are tested. The results show significant relationship among the variables. This current chapter details the findings of the study and implications of the results.

5.1. Demographic Profile of Respondents

The findings from percentage analysis reveal that male and female respondents are in almost equal proportion, 51.6% of the respondents being male and 48.4% female. 94.4% of the respondents are between the age group of 20 to 25 years with only 5.6% of the respondents above 25 years of age. Majority of the respondents i.e. 96.1% are unmarried with only 3.9% married. Majority of the respondents (81.4%) do not have work experience. 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 graduation or within few years of doing graduation. Therefore, majority of the respondents are between the age group of 20-25 years.

Majority of the students (33.7%) have done Bachelors degree in Commerce (BCom) in their under graduation followed by Bachelor's in Business Administration / Management (BBA/BBM), 21.5%. 14.7% of the respondents have Engineering as their under graduate discipline. Students from BSc and BA comprise only 11.8% and 11.4% percent respectively. Only 6.8% have BCA as their undergraduate discipline. 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 conducted by government bodies and private institutions. This is because for most of the students who opt for 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, the topics dealt with in detail in MBA. Many engineering graduates too choose to pursue MBA to enhance their managerial skills and improve career prospects.

Majority of the students (38.9%) have Finance as their specialization; 38.1% have opted for Human Resource Management, 14.6% opting for Marketing, and 4.6% for Operations and the rest of the students have Systems (2.1%), and General Management (2.1%) as their specialization. It is common for most of the business schools to offer electives in the second year of MBA. In the present study, Finance seems to be the most popular area followed by HR and Marketing. This is also according to the norm in India where, Finance, Marketing and HR are the most popular specializations (Aspiring Minds, 2012), though among them the most sought after specialization is Finance followed by Marketing as there is more demand from corporate recruiters for candidates specialized in Finance.

The results of Chi-square test done to examine significance of relationship between the nominal variables- gender, specialization and undergraduate discipline show no relationship between gender and the Undergraduate discipline of the respondents [X^2 (5, N = 483) = 9.838, p = 0.080] and between gender and 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. Also, there is no significant relationship between under graduate degree and, male and female respondents. These findings reinforce that men and women are similar in their career aspirations and attitudes in their early career stage and all in line with the results of the study by Danziger and Eden (2007), Agarwala (2008) and Gokuladas (2010).

5.2 Factors that influence the Career Choice of Generation Y Management Students

Three factors of Career Choice emerge through factor analysis that influences the decision of young individuals in management. These three factors explain 58.21% of the variance, the eigen value of the first factor named “External Influences” explains 31.671% of the variance, the second factor named “Career Benefits” explains 16.689% of the variance and the third factor “Own Education”, explains 10.156% of the variance. Factors 1, 2 and 3 have items with factor loadings more than 0.4 and there is no cross loading of more than 0.4 of items on the three factors. “External Influences” includes 4 items ($\alpha = 0.69$) – “Success stories”, “Knowledge of labor market”, “Chance, luck or circumstances” and “Lack of access to other career options”. These items indicate the external elements in the environment that influences the career choice of the respondents. “Career Benefits” includes four items ($\alpha = 0.7$), “Quality of Life”, “Promotion opportunities”, “Training and education” and “Financial rewards” that represent the benefits that are associated with a career. “Own Education” has two items ($\alpha = 0.63$) – “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.

Of the three factors the highest mean value is of “Own Education” (6.166). This is followed by “Career Benefits” (Mean = 5.615) and “External Influences” (Mean = 4.921). These findings indicate the main factor that influences Gen Y individuals choice of a career in management are their education, skills and abilities. They believe their skills and education are suitable to pursue a career in management. 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. The results of the study are in line with that of

Beauregard (2007) that state that 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. According to Eugene and Jinping (2013), Gen Y are also known to be intrinsically motivated and optimistic, 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 in line with the findings reported by Ng *et al.* (2008) and survey by GMAC (2015) where MBA students choice of a career is motivated by the prospect of better job opportunities with benefits like financial rewards, development opportunities and good quality of life.

Of the factors of career choice, “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.

5.3 Protean Career Orientation among Gen Y Management Students

According to the findings of Descriptive Statistics 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 is in line with previous studies that also establish young individuals as Protean in their Career attitude (Reitman and Schmeer 2003; Agarwala, 2008; Hess, 2009; Zhang, 2010). 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). Thus, Millennials or the current generation of employees are found to demonstrate the modern career approach of Protean Career orientation. 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 of long term contracts between employees and 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). Members of the current generation are job hoppers and have no issues in changing employers (Hall, 2002; Saxena and Jain, 2012) in order to advance in their careers, making both upward and lateral career moves in order to gain more skills and experience.

Moreover, it is observed that when Protean Career Orientation is characterised into low level and high level, 19.3% of the respondents demonstrate low protean career orientation and 80.7% demonstrate high protean career orientation. Further, the highest

rated item of Protean Career orientation is “If development opportunities are not offered by my company, I will seek them out on my own” (Mean = 5.89) and the lowest rated items 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). The lowest rated items belong to “Values-driven” part of protean career orientation. It implies that respondents are more “Self-directed” in their approach compared to being “Values-driven”.

Chi - square test to examine significance of relationship between the two nominal variables – low and high Protean Career orientation, gender, specialization, and undergraduate discipline reveal no significant relationship between high and low Protean Career orientation groups and gender of the respondents [X^2 (1, N = 483) = 0.498, $p = 0.480$ ($p > 0.05$)]. 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 low and high Protean Career orientation. This again reinforces earlier view that male and female respondents are similar in their career attitude and aspiration in their early career stage. But significant relationship is observed between Protean Career Category and Undergraduate discipline of the respondents [X^2 (5, N = 483) = 11.728, $p = 0.039$ ($p < 0.05$)]. This indicates 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 per cent of students with low Protean Career orientation is from BBM/BBA (33.3%), and, the highest per cent 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 have the freedom to take decisions regarding their career over choices. They are not dependent on others 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. Usually they choose the predicted course 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, when after their graduation their natural career choice is MBAs rather than a different career line. It can also be noted that the students with other undergraduate disciplines are less in number as compared to BCom and BBA/ BBM and there is not much difference in the number or percent of students who exhibit high or low protean career orientation in each group. No significant relationship is observed between Protean Career Categories and specialization of the respondents [$X^2 (5, N = 483) = 4.737, p = 0.449$].

Results of ANOVA to compare means of Protean Career orientation among UG discipline ($F = 1.106; p = 0.356$) and specialization ($F = 0.775; p = 0.568$) groups show no statistically significant difference in their mean value of Protean Career orientation among the student groups. This means that students from different undergraduate discipline and specialization do not show any differences in their Protean Career Orientation.

This is because the student groups are homogenous with regards to their age and other demographic characteristics like socio-economic background, marital status and work experience. Thus, most of them have similar career aspirations and expectations.

5.4 Gen Y management students' perceived level of importance of Dimensions of Employer Attractiveness

All the dimensions of Employer Attractiveness are perceived important (overall Mean = 5.7) by management students. 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, it can be concluded that management students perceive all the dimensions of Employer attractiveness as equally important. 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.

ANOVA performed to examine the differences in the preferences of Employer Attractiveness dimensions among different student groups on the basis of undergraduate

discipline show no statistically significant difference with all the values of p above 0.05. (Development Value, $p = 0.094$; Social Value, $p = 0.611$; Interest Value, $p = 0.077$; Economic Value, $p = 0.536$ and Application Value, $p = 0.117$). The actual difference in mean scores between groups is also quite negligible. Further, no statistically significant difference with regards to specialization among the respondents as all the values of p are above 0.05. (Development Value, $p = 0.751$; Social Value, $p = 0.277$; Interest Value, $p = 0.761$; Economic Value, $p = 0.099$ and Application Value, $p = 0.889$). It is therefore inferred that students in their early career stage seem to show similar preferences and aspirations.

5.5 Influence of factors of Career Choice and Protean Career Orientation on Employer Attractiveness

Correlation, Multiple regression analyses and Partial Least Square (PLS) analyses results show significant positive impact of the factors of Career Choice and Protean Career Orientation on Employer Attractiveness.

Correlation analysis results reveal all 3 Career Choice factors show significant positive association 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 association 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 greater 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 association 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 ($r = 0.313$; $p < 0.01$).

Next, results of stepwise linear multiple regression analysis with Employer Attractiveness as the dependent variable and the items of Protean Career orientation and Career Choice factors reveal that the predictor items of Protean Career Orientation and Career Choice factors account for 54.5% ($R^2 = 0.545$) of the variance in the dependant variable Employer Attractiveness. Thus, it is understood that there is a statistically significant relationship between the set of independent variables with Employer Attractiveness as the dependent variable, [$F = 49.156$; $p = 0.000$].

Twelve items significantly influence Employer Attractiveness, of which six are of the 14 items of Protean Career orientation and six items are part of the 10 items of Career Choice Factors. From the Beta values 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 ($\beta = 0.164$; $t = 4.400$; $p < 0.000$) compared to other variables of Protean Career orientation and Career Choice. The other items of the six PCO items that show strong significant relationship with Employer Attractiveness are PCO12- ‘I will follow my own conscience if company asks me to do something that goes against my values’ ($\beta = 0.119$; $t = 3.348$; $p = 0.001$); PCO6- ‘I depend upon myself to move my career forward’ ($\beta = 0.117$; $t = 2.754$; $p = 0.006$); PCO11- ‘What’s more important to me is how I feel about my career success, not how other people feel about it’ ($\beta = 0.111$; $t = 2.952$; $p = 0.003$); PCO8- ‘I will rely more on myself than others to find job whenever necessary’ ($\beta = 0.104$; $t = 2.738$; $p = 0.006$) and PCO7- ‘Where my career is concerned, I am very much “my own person”’ ($\beta = 0.111$; $t = 2.952$; $p = 0.003$). These items clearly indicate the self-directed approach of the respondents towards their career. The self-directed orientation of the respondents influences their attractiveness towards an organisation they desire to pursue employment.

Among six Career Choice factors that show strong relationship with Employer Attractiveness two of them (CCF7) – ‘Training and education’ ($\beta = 0.132$; $t = 3.412$; $p = 0.001$) and CCF6: ‘Promotion opportunities’ ($\beta = 0.104$; $t = 2.961$; $p = 0.030$) belong to the Career Choice factor “Career Benefits” and are indicative of the respondents motive to seek opportunities to grow and learn in pursuing the career of their choice. The items CCF10 – ‘My education and training’ ($\beta = 0.114$; $t = 3.011$; $p = 0.003$) and CCF9: ‘My Skills and abilities’ ($\beta = 0.085$; $t = 2.436$; $p = 0.015$) are part of the Career Choice factor “Own Education” which implies that respondents’ attractiveness towards an organisation is influenced by their education and skills that in turn influence their career choice in management. The other Career Choice factors, CCF3: ‘Success stories of friends, family’ ($\beta = 0.092$; $t = 2.710$; $p = 0.007$) and CCF4: ‘My knowledge of Labour market’ ($\beta = 0.076$; $t = 2.178$; $p = 0.030$) are part of the Career Choice factor “External Influences”. This indicates that of the Career Choice factors that influence attractiveness towards an organisation are opinions of families and friends, and knowledge and trends of market.

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.

PLS-SEM analysis using Visual PLS results also show the constructs of Protean Career orientation and Career Choice factors as having significant relationship with Employer Attractiveness (Protean Career Orientation \rightarrow Employer Attractiveness $\beta = 0.4251$, $t = 5.8634$; Career Choice Factors \rightarrow Employer Attractiveness $\beta = 0.1340$, $t = 2.8269$). PLS-SEM analysis carried out with constructs of Protean Career Orientation and Career Choice factors as independent variables and Employer Attractiveness as dependent variable show Protean Career orientation as the strongest predictor of the constructs of Employer Attractiveness ($\beta = 0.4270$, $t = 8.0155$) followed by “Career Benefits” ($\beta = 0.1340$, $t = 2.1559$). Career Choice Factors “Own Education” and “External Influences” do not significantly influence Employer Attractiveness. Therefore, considering the overall constructs only two variables influence Employer Attractiveness,

Protean Career orientation and “Career Benefits” implying the new approach to career orientation influences attractiveness towards work organisations of Gen Y MBA students and benefits associated with a career in management also influences their perceived attractiveness towards organisation.

Hypothesis 1 is accepted that there is significant relationship between the Employer Attractiveness and Career Choice factors, and Protean Career Orientation.

To study the extent of influence of items of PCO and Career Choice factors on each of the dimensions of Employer Attractiveness stepwise linear multiple regression analysis is carried out. First analysis with Development Value as the dependent variable is performed. The results reveal that variables account for 45.5% ($R^2 = 0.455$) of the variance in Development value and 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 $F = 41.182$; $p = 0.000$ which is, less than the level of significance of 0.05.

Results of the regression analysis examining the influence of items of Protean Career orientation and Career Choice factors on each of the dimensions of Employer Attractiveness dimensions show six of fourteen items of Protean Career Orientation, and four of the ten items of Career Choice factors having significant relationship with Development value. Among the items of Protean Career orientation, PCO6- ‘I depend upon myself to move my career forward’ ($\beta = 0.176$, $t = 3.912$, $p < 0.000$) has the strongest relationship with Development Value followed PCO8 - ‘I will rely more on myself than others to find job whenever necessary’ ($\beta = 0.129$, $t = 3.117$, $p = 0.002$); PCO9- ‘I will navigate my own career based on my personal priorities, as opposed to my employer’s priority’ ($\beta = 0.112$, $t = 2.761$, $p = 0.006$); PCO2- ‘I am responsible for my success or failure in my career’ ($\beta = 0.099$, $t = 2.405$, $p = 0.017$); PCO4- ‘Freedom to choose my own career path is one of my most important values’ ($\beta = 0.097$, $t = 2.229$, $p = 0.026$) and PCO14- ‘I will side with my own values if the company asks me to do something I don’t agree with’ ($\beta = 0.096$, $t = 2.608$, $p = 0.009$). This again indicates respondents’ belief in the self with regard to career related decisions and its influence on the development opportunities in their work organisation.

With regard to Career Choice factors, the items' that significantly influence Employer Attractiveness are from the factors "Own Education" and "Career Benefits"; CCF9- 'My skills and abilities' ($\beta = 0.119$, $t = 3.089$, $p = 0.002$); CCF8- 'Financial rewards' in this career ($\beta = 0.110$, $t = 2.969$, $p = 0.003$); CCF7- 'Training and education' ($\beta = 0.109$, $t = 2.780$, $p = 0.003$) and CCF10- 'My education and training' ($\beta = 0.108$, $t = 2.608$, $p = 0.010$). Thus, it 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 their organisation of employment.

The results show are in alignment with the study by Agarwala (2008) which show Protean Career orientation to be positively related to subjective career success. Though, previous studies with regard to objective career success (in terms of salary and promotion rate) establish that students with Masters in Business Administration take career success more in terms of external criteria or extrinsic career success for example salary, promotion and hierarchical status (Judge *et al.*, 1999; Hay and Hodgkinson, 2006). Literature has reported strong evidence of the significance of remuneration and compensation to Gen Y individuals (Rolfe, 2001; Smola and Sutton, 2002; Hess and Jepsen, 2009; Meier *et al.*, 2010).

PLS-SEM analysis conducted to examine the influence of constructs of Career Choice Factors and PCO on Development Value show significant relationship between Protean Career orientation and Development Value ($\beta = 0.4160$, $t = 9.5114$), "Career Benefits" and Development Value ($\beta = 0.2020$, $t = 2.9239$), and "Own Education" and Development Value ($\beta = 0.1420$, $t = 4.9400$). "External Influences" does not significantly influence 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.

The results of stepwise linear multiple regression analysis with Social Value as the dependant variable and items of Protean Career Orientation and Career Choice Factors as independent variables reveal that the predictor variables account for 49.4% ($R^2 = 0.494$) of the variance in the dependant variable Social Value. Thus, it is understood that there is a statistically significant relationship between the set of independent variables with Social Value as the dependent variable $F = 43.759$; $p = 0.000$ which is, less than the level of significance of 0.05. Social Value includes items that 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.

From the Beta (β) values it is seen that among the twenty five Protean Career orientation items 6 items 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' ($\beta = 0.153$).

Social Value includes items that 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. Also it is found that the strength of the relationship between “Own education” and “External Influences” is lesser when compared to “Career Benefits” with Social Value. 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.

PLS-SEM analysis report that Protean Career Orientation and all the three constructs of Career Choice factors significantly influence Social Value dimension of Employer Attractiveness (Protean Career Orientation->Social Value: beta = 0.4160, t = 9.5114; Career Benefits ->Social Value: β = 0.2020 t = 4.8760; Own Education ->Social Value: beta = 0.1420, t = 2.5283; External Influences -> Social Value: beta = 0.1030, t = 2.5283). However, the strongest predictors of Social Value are Protean Career Orientation and “Career Benefits”.

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”. 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.

Further, the results of stepwise linear multiple regression analysis with Interest Value as the dependant variable shows 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. Thus, it is understood that there is a statistically

significant relationship between the set of independent variables with Interest Value dimension of Employer Attractiveness $F(44.605)$; $p = 0.000$ which is, less than the level of significance of 0.05.

From the Beta values it is noted that among the five items of Protean Career orientation that show significant relationship with Interest Value, PCO3- 'I have a very independent self-directed career' ($\beta = 17.0\%$, $t = 4.280$, $p < 0.000$) 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' ($\beta = 16.3\%$, $t = 3.989$, $p = 0.000$); 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, four items significantly influence Interest Value, 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.

The findings reveal that self directed approach in Protean Career Orientation significantly influences attractiveness towards Interest Value in a potential employer. Items of Career Choice factors that influence Interest Value are the respondents own education and skills and their knowledge of the labour market and the opportunity of training and education.

PLS- SEM analysis reveal Protean Career orientation, "Own Education" and "Career Benefits" significantly influence Interest Value dimension of Employer Attractiveness (Protean Career Orientation \rightarrow Interest Value: $\beta = 0.4750$, $t = 11.5035$; Own Education \rightarrow Interest Value: $\beta = 0.1340$, $t = 3.3442$; Career Benefits \rightarrow Interest Value: $\beta = 0.1250$, $t = 2.7804$) of which Protean Career orientation and "Own Education" are the stronger predictors. "External Influences" do not show significant relationship with Interest Value.

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 and Crocker, 2010; 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 or Interest Value is most preferred by respondents who choose a career based on their own education and skills. "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.

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.

Thus, 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.

The results of stepwise linear multiple regression analysis with Economic Value as the dependant variable reveals 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. 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. $F(43.702)$; $p = 0.000$ which is, less than the level of significance of 0.05

The Beta values indicate that among the six 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’ ($\beta = 0.067$, $t = 1.911$, $p = 0.057$).

PLS-SEM Analysis reveal that the constructs of Protean Career Orientation and the three constructs of Career Choice factors significantly influence Economic Value dimension of Employer Attractiveness (PCO->Economic Value: beta = 0.4380, t = 10.3717; Career Benefits->Economic Value: beta = 0.2620, t = 5.9400; Own Education->Economic Value: beta = 0.0750, t = 2.0209; External Influences -> Economic Value: beta = 0.0740, t = 2.2489). However, the stronger relationship is shown by Protean Career Orientation and “Career Benefits”.

Finally, the results of stepwise linear multiple regression analysis with Application Value as the dependent variable shows that the predictor items of Protean Career Orientation and Career Choice Factors account for 34.6% ($R^2 = 0.346$) of the variance in the dependent variable Application Value. 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 F (29.355); $p = 0.000$ which is less than the level of significance of 0.05.

Results of PLS-SEM reveal that Protean Career Orientation and all the three factors of Career Choice significantly influence Application Value dimension of Employer Attractiveness (PCO->Application Value: beta = 0.4270, t = 10.3717; Career Benefits->Application Value: beta = 0.1580, t = 3.4972; External Influences -> Application Value: beta = 0.1400, t = 2.2489; Own Education->Application Value: beta = 0.0820, t = 2.1378). However, stronger relationship is shown by Protean Career Orientation and “Career Benefits”. Therefore, hypothesis 2 is accepted that there is significant relationship between the dimension(s) (Application Value) of Employer Attractiveness and Career Choice factors, and Protean Career Orientation.

The results of PLS-SEM also is in alignment with the results of multiple regression and thus, to conclude, higher is the role of all the Career Choice factors and Protean Career orientation, higher is the 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).

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; 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 in an organisation of employment. Application Value in organisation is also related to providing an opportunity to individuals to apply what is learnt and, being customer orientated. 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.

Further, when summarizing the findings of regression analyses it is observed that among the items of Career Choice factors, the item “Training and Development” is significantly related to all the dimensions of Employer Attractiveness, indicating that Gen Y management students’ motive of development opportunities when choosing a career influences their attractiveness towards all the dimensions of Employer Attractiveness.

The other item that shows significant relationship with four of the five dimensions of Employer Attractiveness is “My education and training”. Except Economic Value, this item shows significant relationship with all the other dimensions of Employer Attractiveness. Respondents’ motive based on the appropriateness of their education and training in choosing MBA as a career do not influence their attractiveness to Economic Value in their employing organisation. This may be because this motive is related to developmental opportunities and not monetary benefits or gains.

Further, the items that show significant relationship with maximum number of dimensions of Employer Attractiveness that is three are “Success stories of friends, families” and “My skills and abilities”. “Success stories of friends, families” is significantly related to Social Value, Economic Value and Application Value. Respondents’ motive to pursue a career in management influenced by success stories of friends and family does not influence their attractiveness to Development Value and Interest Value. This is because success stories publicized usually relate to monetary gains, good work environment and good reputation in society. Therefore, those who seek monetary gains, good work environment and opportunity to give back to society from their work organisation will select a career based on information available through friends and family on these aspects and moreover, information about Development Value and Interest Value offered by organisations are not publicly available. In addition, “My skills and abilities” are significantly related to Development Value, Interest Value and Economic Value. Respondents’ motive to pursue a career in management based on their skills and abilities does not influence their attractiveness to Social Value and Application Value in their potential employer. They believe their skills and abilities are suitable for MBA and seek developmental opportunities, innovative work culture and environment, and monetary gains.

Career Choice item “Promotion opportunities” is significantly related to Social Value and Economic Value implying students’ motive of promotion opportunities when choosing a career in management influences their attractiveness to good relationship with colleagues at work and monetary gains from their work organisation. The items of Career Choice “Lack of access to other career options” and “My knowledge of Labour Market” constitute the Career Choice factor “External Influences”. Both the items show significant relationship with only one dimension of Employer Attractiveness. “Lack of access to other career options” is significantly related to Application Value which shows that students’ motive of career choice in management due to lack of access to other career options influences their attractiveness to organisations that give back to society and are humanitarian in approach. “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.

Finally, it is seen that the Career Choice item “Quality of life associated” is not significantly related to any of the dimensions of Employer Attractiveness indicating the motive of good quality life in choosing a career does not influence attractiveness towards any of the dimensions of Employer Attractiveness.

Among the 14 items of Protean Career Orientation, maximum number of items influence the dimension Development Value i.e. eight items. This is followed by Economic Value with six items of Protean Career Orientation significantly influencing Economic Value dimension of Employer Attractiveness. Interest Value and Application Value are influenced by five items of Protean Career orientation each. Social Value dimension has least number of items that are significantly related with it. It implies that individuals with Protean Career orientation attribute lesser importance to relationship at work.

Further, the results of SEM-PLS analyses are summarized. 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 ($\beta = 0.475$) 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, among the Career Choice factors “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. In addition, “Own Education” also significantly influences all the dimensions of Employer Attractiveness indicating respondents deciding to choose their career based on their education, training, skills and abilities find all the dimensions of Employer Attractiveness attractive. Career Choice factor “External Influences” is not significantly related to Development Value and Interest Value. “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. This implies individuals when influenced by market trends and stories of family and friends in their choice of a career in management are likely to find monetary gains, good relationship with colleagues, and opportunity to apply one’s learning and giving back to society as attractive in their potential employer.

5.6 Impact of Employer Attractiveness dimensions on Job Pursuit Intention

Correlation Analysis 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 that as compared to all the five dimensions of Employer Attractiveness, the strength of association between Application Value with Job Pursuit Intention is weaker.

To examine in the influence of individual items of Employer Attractiveness on Job Pursuit Intention multiple regression analysis is performed. Results of multiple regression analysis reveal that dimensions of Employer Attractiveness account for 49% ($R^2 = 0.490$) of the variance in the dependant variable Job Pursuit Intention ($F = 52.502$, $p = 0.000$), 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.

Examining item wise impact of Employer Attractiveness, it is found that, Development Value items ‘DV6- Gaining Career Enhancing Experience’ ($\beta = 0.231$,

$t = 5.317, p = 0.000$) and ‘DV5 - Feeling more self-confident as a result of working for a particular organisation’ ($\beta = 0.168, t = 3.994, p = 0.000$) show strongest relationship with Job Pursuit Intention; followed by Application Value item AV16- ‘Humanitarian Organisation’ ($\beta = 0.146, t = 3.724, p = 0.000$) 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’ ($\beta = 0.098, t = 2.537, p = 0.011$); Social Value item SV2- ‘A fun Working Environment’ ($\beta = 0.080, t = 2.259, p = 0.024$), Application Value item AV17- ‘Opportunity to apply what was learned at a business school’ ($\beta = -0.088, t = -2.369, p = 0.018, p = 0.018$) and Development Value DV4 – ‘Feeling good about yourself as a result of working for a particular organisation’ ($\beta = 0.088, t = 2.095, p = 0.037$). It is thus observed that though Interest Value items and Application Value items have significant relationship with Job Pursuit Intention, it is to a lesser degree. Moreover, 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.

The results indicate the respondents’ decision to pursue a job with an organisation is highly influenced by their perception of the organisation as providing career enhancing experience, and sense of confidence as a result of working for a particular organisation. Gen Y students are also concerned about the humanitarian aspect of organisation as is evident by the strong influence of the item “Humanitarian Organisation”. An attractive overall compensation package too strongly influences Gen Y management students’ intention to pursue a job with an organisation.

PLS SEM with independent variable Employer Attractiveness as one single construct and Job Pursuit Intention as dependent variable gives an R^2 value of 0.459 which means that Employer Attractiveness explains 45.9% of the variability in Job Pursuit Intention. The path co-efficients between “Employer Attractiveness” and “Job Pursuit Intentions” are $\beta = 0.6770, t = 22.2904, p < 0.01$ indicating significant association between the variables.

Findings of SEM – PLS analysis to examine the relationship between the dimensions of Employer Attractiveness and Job Pursuit Intention reveal that among the five dimension of Employer Attractiveness, four dimensions - Development Value, Economic Value, Social Value and Interest Value show significant relationship with Job Pursuit Intention. Application Value does not show significant relationship with Job Pursuit Intention. Among the dimensions, the strongest predictors of Job Pursuit Intention are Development Value ($\beta = 0.3490$, $t = 6.8224$) and Economic Value ($\beta = 0.2050$, $t = 3.3715$). Social Value ($\beta = 0.1750$, $t = 3.0846$) and Interest Value ($\beta = 0.0950$, $t = 1.9716$) too show significant impact on Job Pursuit Intention, though the impact of Interest Value is not great. 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. Though in PLS SEM analysis the Employer Attractiveness dimension Interest Value as a single construct significantly impacts Job Pursuit Intention, in the item wise regression analysis, the individual items constituting Interest Value do not influence significantly Job Pursuit Intention. This may be because most of the students do not have prior work experience and have limited understanding of work environment.

Therefore, the research hypothesis 3 is supported to some extent that there is a statistically significant relationship between Employer Attractiveness and its dimensions and the dependent variable Job Pursuit Intention.

These findings support earlier findings of studies that provide strong evidence of significance of developmental opportunities to Gen Y individuals (Philips *et al.*, 1994; Terjesan *et al.*, 2007; Mayrhofer, 2011). Development Value as the most important predictor of Job Pursuit Intention is consistent with earlier research (Turban *et al.*, 1993; Philips *et al.*, 1994; Terjesen *et al.*, 2007; Gokuladas, 2010; Khabir, 2014). This is deduced to be a reflection 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 to be retained.

The significant impact of Social Value on Job Pursuit intention is also in line with the earlier studies that establish 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. In a 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. The findings find support in previous research studies for example Sutherland (2012) in a study examines job attribute preferences among respondents particularly among the group between 20-25 years 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. Malik and Khera (2014) also report Gen Y members' preference for social work attribute. Survey report by Ernst and Young and FICCI (2014) reveal that Millennials also place high priority on workplace culture and desire a work environment that emphasizes teamwork and a sense of community.

Previous literature has reported strong evidence of the significance of remuneration or compensation and benefits to Gen Y individuals and they have been rated one of the highest preferred factor among the job and organisational attributes (Bigoness, 1988; Phillips *et al.*, 1994; Tolbert and Moen, 1998; Rolfe, 2001; Smola and Sutton, 2002; Ng and Burke, 2006; Balderrama, 2007; Hess and Jepsen, 2009; Hanzaee and Aghasibeig, 2010; Meier *et al.*, 2010; Malik and Khera, 2014; Pingle and Sodhi, 2014).

Also, the results are indicative that Gen Y management students attach more importance to opportunities for growth and fun working. There are number of studies available that establish that job seekers find challenging and interesting work environment attractive in the organisation they intend to apply (Jurgensen, 1978; Posner, 1981). Pingle and Sodhi (2014) find that Interest/Fun Value (Challenging and interesting work) to be high on the list of potential employees while choosing an employer. Malik and Khera (2014) report challenging and meaningful work as one of the preferred work attributes of Gen Y.

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. The findings from Deloitte Millennial survey state that around 78% of the Millennials are influenced by how innovative a company is when deciding if they wanted to work with them.

Application Value does not significantly impact Job Pursuit Intention. This may be because most of the respondents do not have work experience and are in their early career stage and hence do not fully appreciate the aspect of giving back to society or applying learning in work environment.

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

The results of t – test to examine gender differences in Career Choice factors reveal statistically significant difference between the mean score of male and female respondents with respect to Career Choice factor “Own Education” $t = 3.177$, $p = 0.002$. this implies that female students assign more importance to “Own Education” ($M = 6.28$) than male respondents ($M = 6.28$) when choosing a career in management. No statistically significant difference is observed between males and females in their mean score of the Career Choice factors “Career Benefits” and “External Influences”. Thus, it is concluded that male and female students are not significantly different with respect to the importance assigned to “Career Benefits” ($t = 1.660$, $p = 0.098$) and “External Influences” ($t = 1.110$, $p = 0.267$) when choosing a career in management.

Further, with respect to the dimensions of Employer Attractiveness, males and females show significant difference in the mean scores of Development Value $t = -2.662$, $p = 0.008$. 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 ($M = 5.68$). No gender differences is observed between male and female respondents with respect to the mean score of the

other four dimensions of Employer Attractiveness, Social Value ($t = 0.597$, $p = 0.551$), Interest Value ($t = -1.201$, $p = 0.230$) Economic Value ($t = -1.350$, $p = 0.178$) and Application Value ($t = -0.157$, $p = 0.875$)

Further, no statistically significant difference is observed between male and female students with regards to Protean Career orientation ($t = -0.645$, $p = 0.519$).

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. Thus, no sex difference was found in participants' ratings of the work environment job attribute dimension.

5.8 Implications of the Study

This study has thrown light on the factors that influence Indian Gen Y individuals' career choice decision, their career orientation and employer attribute preferences when seeking job. The findings of the study also have important practical implications to both academia and industry. An insight into the factors that influence the Career Choice of Gen Y management students is necessary for management institutes to design their programme to meet the needs of these individuals and thereby help them achieve their career aspirations. The knowledge of the results can be used in the

admission process by business schools to influence students to pursue a course in management by highlighting the benefits associated with MBA. Business schools can also through their placement initiatives match student job-seekers with organisations of their choice.

Further, the findings of the study have implications for organisations and recruiters in designing recruitment strategies. With the understanding of what Gen Y management students look for in the organisation they seek employment, recruiters when designing job advertisements can emphasize organisational attributes and job characteristics considered important by these job applicants. This will result in brand building of the organisation as a good employer and improve recruitment outcome. Also, comprehending the perceptual differences between various job-seekers with different characteristics may facilitate the development of employment messages aimed at specific applicant segments. In addition, if organisations ensure that there is consistency between the image of the company as portrayed in job advertisements as a good employer and the reality; they can retain these talented individuals; else Gen Y will not hesitate to move out. Understanding what Gen Y employees look for in their employing organisation will help managers focus in developing job and organisational attributes that are important to them and decrease turnover.

As more and more women enter the workforce organisations need to understand their expectations to attract and retain them. The findings of the study are not consistent with most of the past studies that establish traditional gender roles. Earlier studies establish that men focused more on material success and less on relationships than women even at similar occupational attainments. According to the results of the study no gender effect is observed on Protean Career orientation or on the perceived importance of the dimensions Employer Attractiveness in the employment decision suggesting that males and females have similar preferences and similar reasons for pursuing a career and job. These are in line few studies reporting similar pattern in the initial career stage of men and women in terms of career orientation, career expectations and preferences. In the initial career stage family responsibilities and commitments do not influence the career aspirations of male and female respondents, particularly female respondents because women's and men's actual family responsibilities are alleged to be good

predictors of job attribute preferences. Moreover, the respondents of the current study homogenous to the extent that all are young, unmarried and with no or very little work experience. Thus to conclude, organisations can use the information to attract and retain women workforce.

5.9 Chapter Summary

This chapter presents the main findings of data analyses and implications of the study:

Gen Y management students' decision to pursue a career in management is influenced by their belief in the congruence of their education and skills with a career in management, and benefits associated with the career. Gen Y management students show Protean Career orientation. It is found that Protean Career orientation and the Career Choice factor "Career Benefits" significantly influence Employer Attractiveness and all its dimensions except Interest Value where Career Choice factor "Own Education" shows slightly stronger influence. Employer Attractiveness is a strong significant predictor of Job Pursuit Intention and among its dimensions Development, Economic and Social Values are the main predictors of Job Pursuit Intention. Interest Value also significantly impacts Job Pursuit Intention but to a lesser extent. Application Value is not significantly related to Job Pursuit Intention. Very little gender differences are observed with respect to the study variables, Career Choice factors, Protean Career Orientation and Employer Attractiveness and its dimensions. Female respondents are significantly different from male respondents with respect to their belief in their own education and skills to pursue a career in management; and importance assigned to development value in the employing organisation. Females show higher mean value score for "Own Education" and "Development Value". Thus, the overall results confirm that Protean Career orientation and Career Choice factors influence attractiveness and preferences to organisational attributes, and Employer Attractiveness predicts Job Pursuit Intention.

Thus, Gen Y management students in India demonstrate Protean Career orientation; make career choice decision based on the congruence of their education and skills with a career in management, and benefits associated with the career. Also, they are attracted to organizations providing values in terms of opportunities to learn and grow, happy and fun

filled work environment, good relationship with colleagues, monetary benefits and to some extent innovative and interesting work environment. Male and female students demonstrate similar goals, aspirations, expectations and preferences in terms of their career and job in their early career stage. Attractiveness towards dimensions of Employer Attractiveness impacts Job Pursuit Intention of Gen Y management graduates. Development Value Economic Value and Social Value are the main influencers of Job Pursuit Intention. The findings of the study have practical implications for business schools and organisations. Business schools can help students in achieving their career aspirations by matching them with right organisations. An insight into the results of the study will also help organisations develop appropriate recruitment strategies and build their brand as a good employer, thereby attracting good quality Gen Y applicants.