

A Study of factors Influence Towards The motivation of E-Recruitment Among Generation-Y Job Seekers of B-School

Sanjay Kumar Gouda,

Research Scholar, School of Management Studies, GIET University, Gunupur,

Dr Y.S.S.Patro, Professor, School of Management Studies, GIET University, Gunupur, Email

Dr. Sarbesh Mishra, Dean, NICMAR – Hyderabad

Abstract

As labour demographics continue to change, particularly concerning Generation Y, human resources professionals are faced with an unusual task. Millennials, often known as Generation Y (Gen Y), were born between 1979 and 2002. Human resources professionals must improve their social networking site-based recruitment techniques because there are 53.5 million Gen Y workers in the labour force today. From the perspective of human resources recruiters, this research study carefully investigates the challenge of luring Gen Y in proportionate numbers to the labour force in a two-year college system in the Odisha Region.

Young experts are a significant element of Generation Y, and numerous studies have examined their viewpoints, attitudes, beliefs, etc. This essay compares the significance of career and life values to friends from various B-schools with comparable backgrounds and the same age. Between December 2021 and May 2022, 250 B-school students from two different study programmes at the same Faculty completed a life value inventory to test the hypotheses. The data were then analyzed using SPSS statistical software. Only a portion of the expectations for various values in life and at work was met. The results are discussed within the context of strategic leadership and stakeholder involvement requirements.

Keywords: Motivation, Generation Y, E-Recruitment, B-school

INTRODUCTION

The hiring process is crucial to the success of any firm. Kaur (2015) noted this when she stated that as recruiting creates human capital, human resources are critical to an organization's success. Therefore, attracting talented and qualified candidates is helped by successful recruitment.

Recruitment is the process by which potential employees are found and encouraged to apply for vacancies inside a business (Breaugh and Starke, 2000). Alternatively, recruiting is locating and enticing applicants to fill open positions inside an organization (Dhamija, 2015). Anderson (2003) and McManus and Ferguson (2003; Hedau, A. (2020)..) claim that the development of the Internet has transformed the recruitment process.

(2009) Girard and Fallery discovered In early 2009 the Monster France database contained over 3 million CVs, while the LinkedIn social network had over 36 million users. Some of the explanations for this growth include lower recruitment costs when associated with traditional springs (Buckley et al., 2004), additional options due to the availability of more

recommences (Chapman and Webster, 2003), and its use as the primary method of job application (Chapman and Webster, 2003; Foster, 2003; Zusman and Landis, 2002; Hedau, A. (2018).

Generation Y includes millennials born in the 1990s (Strauss, Howe, 1993). They are currently the company's youngest employees. They are thought to be unique from their parents and grandparents. Millennials were born in the 1990s and are now considered Generation Y members.

Those of Generation Y were born between 1981 and 2000. They are valued highly since they represent the most significant source of new employees entering the labour force today. They were shown to be technologically adept in a 2004 research by the Society for Human Resource Management, or SHRM, and Palfrey and Gasser (2008) ; Hedau, A., & Joshi, V. K. (2015) Hedau, A., & Mishra, S. (2023) referred to them as "digital natives." E-recruitment will also be very applicable to this age, according to 2013 Coopers. This peer group has an expected propensity for electrical communication, such as email and social media platforms.

They are currently the youngest workers in the company. Compared to their parents and grandparents, they are believed to be distinctive. People in Generation Y, who are between the ages of 20 and 30, primarily work in white-collar jobs. This study intends to identify the anticipated variations in life morals midst students from various degree programmes. At the University of Economics in Prague, around 70% of apprentices are required to collaborate with academics. The Prague Faculty of Business Administration offers three primary study options Hedau, A. (2018).

The CEMS MIM programme integrates leadership, marketing, finance, and economics expertise. It has received a commendation in the top 10 lists, including those from The Economist and the Financial Times Ranking. Academics and industry partners choose students in a rigorous assessment centre during the second round of selection for the esteemed CEMS MIM programme. Students must complete multiple block and skills seminars, study abroad, and present a real-world business project to be admitted to the programme.

By 2020, millennials will make up half of the workforce, significantly impacting businesses' operations. Companies must adapt their environments and cultures to reflect the expectations and principles of Generation Y and/or Young Professionals. According to Shoemaker et al, all leaders should use six crucial strategic leadership qualities. The analysis findings will then be discussed, and suggestions for additional research will be given.

Social media practice has developed into an essential portion of daily life. Organizations must understand the expression of the policies and procedures adjacent to using SNSs. According to Vitak et al. (2012), "Sixty-five per cent of nonlinen American adults now have a profile on an SNS". The word "social media" can refer to websites like Facebook, LinkedIn, YouTube, blogs, and feed readers.

Users can make profiles, exchange information with contacts, and see connections and other users' profiles. Social networking usage and abuse have considerably influenced firms' recruitment practices (Hidy & McDonald, 2013; Ahmad, S. R., Prasad, K. D. V., Bhakuni, S., Hedau, A., Narayan, P. S., & Parameswari, P. (2023). There are currently up to four generations working, each with their preferred method of communication.

Social media use, according to users, can have both good and bad effects. According to Jenkins-Guarneri, Johnson, and Wright (2013), social media enables acquaintances of all ages to reconnect and converse. Due to the move toward social media, landlines, mail, and even email are becoming less and less relevant. Given the ongoing changes in the workforce's demographics, particularly as they pertain to Generation Y, human resources professionals are up against an unprecedented challenge. Millennials, often known as Gen Y, were born between 1979 and 2002.

Black (2015) estimates that there are 53.5 million Gen Y supervisors in the workforce; as a result, human resources professionals need to strengthen their SNS-based hiring strategies. Organizations must establish user rules once they decide to use SNSs. Employees are conversant with the most recent technical developments because of the organization's changing demographics. According to the research, the proportion of women working will rise.

SNSs are well-known among employees, but a concern is emerging since workers combine personal and professional usage. Human resources must weigh the benefits and drawbacks of social media use. Human resources professionals should establish policies and procedures to prevent risk and expensive lawsuits.

As the workforce demographics remain to shift, mainly as it narrates to Generation Y, human resources professionals are facing an unprecedented challenge. Millennials, often recognized as Generation Y (Gen Y), were natural between 1979 and 2002. Black (2015) states that 53.5 million Gen Y workers are in labour energy. Thus, HR professionals need to hone their SNS recruitment techniques.

Therefore, it is crucial to determine the elements contributing to e-recruitment's effectiveness. Job searchers from Generation Y make up the study's respondents. It is possible to develop a more efficient e-recruitment system by recognizing and comprehending these variables. The lack of research on topics like the useableness of e-recruitment websites (Musa et al., 2006), the benefits and drawbacks of Internet employment (Mohamed and Musa, 2007), the implementation of Internet recruitment knowledge (Tong, 2009), and academia students' observations of Internet recruitment in Malaysia is another reason for conducting this study (Wendy et al., 2013).

REVIEW OF LITERATURE

Associates of Generation Y who are young professionals

When the tenure "Generation Y" was first looked at, writers were doing so at the beginning of the 1990s (Strauss, Howe, 1993). Writing teenagers) at 12 years old, and changed the between those who are 10 years older and newer—the stage restriction. Consequently, an individual's generation was born between 1982 and 2004—although numerous authors distinguished Generation Y.

Some little variations (i.e. years 1980 - 1982). However, these are not significant, primarily since people born close together frequently had an experience that influenced how they acted and thought (Parry & Urwin, 2010; 2013). (Schullery).

Other names for Generation Y include "Millennials," "Net Generation," and "iGen." Generation Y members were the first adults to use information and communication

technologies as children regularly. The Millennial generation is anticipated to make up half of the workforce by 2020. (PricewaterhouseCoopers, 2011).

When searching for their future jobs, Generation Y members strongly emphasize lifelong learning, personal growth, and expanding their horizons (PricewaterhouseCoopers, 2011; 2008), Hedau, A. (2024).

They view their work as a continuation of their education and are conscious of their value to employers.

Social networking sites have grown in popularity since people may now efficiently communicate with all parties through various methods (Koenig & Schlaegel, 2014).

Depending on how valuable they believe technology will be to them, a person's decision to utilize it, such as social networking sites, can be influenced by various reasons. Employing social media as a tool for both personal and professional announcement in the workshop presents issues for human resource professionals. Organizations must analyze their rules and processes for guidance on how social media should be handled.

"The challenges and opportunities this brings to shaping the evolution of the workplace – in terms of methods, tools, culture, and technologies – are now only starting to surface". Young people today care more about their personal life than ever before and contemplate their work as a means of existing to attain foundations for their perfect way of life (Twenge et al., 2010a, 2010b). Most recent graduates base their employment decisions on how socially conscious and value-aligned their employers are.

Social media plays a significant role in daily life and can be used to connect with people and business relations all around the world. Organizations are compelled to have procedures in place to monitor their employees' social media usage. Nearly 80% of people, according to a PewResearch Center research from 2014, have policies in place to limit their use of social media.

Landlines, mail, and even email are no longer used as a result of the shift toward the use of social media. Many employees want to use the most recent technologies, and the workplace demographics are changing. For businesses to avoid costly lawsuits, standard processes and rules must be established right away.

Compared to their parents and grandparents, Generation Y employees are substantially less devoted to their employers (Festing, Schäfer, 2014). The Human Resources (HR) department's primary objective motivation switches from getting the generation to sustaining them. Change may be prompted by a better financial offer and opportunities for professional advancement, personal growth, or job scope.

She advises firms attracting Generation Y workers to concentrate mainly on work-life balance and flexible scheduling issues. The theory's primary idea is that just a few fundamental principles shape each person's life. It contends that not all (essential) individual values must be satisfied for different life roles to satisfy diverse (life) values.

E-recruitment is the hiring practice utilizing Web-based tools, such as a company's intranet or public website, among other things. Kim and O'Connor (2009) define it as including a candidate's job search and the application process. In contrast, Allden and Harris (2013)

describe it as a procedure that uses the Internet to find and hire talented individuals. When high-calibre candidates were in high demand in the mid-1990s, the growth of e-recruitment accelerated (Lee, 2005). E-recruitment is the newest tendency in the contemporary brutal, globally inexpensive era, according to Kaur (2015).

While Thomas and Ray (2000) proposed that efficiency is the capacity to recruit, lease, and progress talent, the definition of effectiveness in this context is hiring the appropriate person. This study uses efficacy as a yardstick for the value and virtue of adopting electronic recruitment. According to Vidot (2000), electronic recruiting can draw in candidates of the highest calibre. E-recruitment should be used in conjunction with other strategies, it is countered, according to Rosita and Nadianatra (2006).

Because traditional engaging methods will not be replaced by Internet engaging (Borck, 2000), according to Hogler et al. (1998), e-recruitment might enlarge the geographic but not the demographic breadth of recruitment. The rationale is that not all levels of the demographic hierarchy within societies will be attracted to jobs by the e-recruitment strategy. Significant firms favour traditional recruitment more for management, executive, and higher job level hiring.

This study focuses on five variables: flexibility of the employment cycle, information accessibility, Internet accessibility, website usability, and cost efficiency. E-recruitment, as contrasting to predictable recruiting methods, which have a longer hiring cycle time, offers a short turnaround time, claim Helen and Sue (2008) (Cappelli, 2001; Galanaki, 2002; Zusman and Landis, 2002). (Lee, 2005). Additionally, at least "in theory," e-recruitment makes it easier and faster to access information about a position (Cober et al., 2000).

Additionally, e-recruitment offers a customized job agent tool that systematically searches job vacancies using predefined standards and advises candidates whenever a competition originates between job availability and qualifications (Lee, 2005). Most employees in Jain and Goyal's (2014) study of an Indian bank reported that the effectiveness of the e-recruitment process depends on several criteria, one of which is a prompt response time.

To better develop and enhance e-performance recruitment shortly, it is crucial to understand the aspects that affect it from the perspective of job seekers.

OBJECTIVES OF THE STUDY

The current study lists the following as some of the main quantitative research goals:

- ❖ Finding the variables that significantly influence behavioural intention while utilizing e-Recruitment
- ❖ to fill the gap between what employers anticipate and job seekers want from e-recruitment.
- ❖ Ways that e-Recruitment platforms might be improved to serve job seekers better.

RESEARCH METHODOLOGY

The respondents are Generation Y members who are all potentially job-seekers, such as final-year B-School students looking for work. This is so because it is anticipated or known that the target respondents will use the e-recruitment strategy to apply for jobs. Online hiring is

best suited for people with advanced degrees and computer competence, claim Borstorff et al. (2005), Mishra, S. (2021)..

The questionnaire was created using the results of a literature review. The scale utilized for the questions ranged from 1 for Strongly disagree to 5 for Strongly Agree. The survey was sent once the questions had been reviewed for mistakes. To reach a larger target of responders, snowball sampling was used. The researcher delivered the questionnaire in person to known contacts.

Through their relationships with one another, the contacts, in turn, helped in selecting acceptable target respondents. Additionally, the internet survey was used to disseminate questionnaires. 250 questionnaires were issued both individually and through an online survey.

RESULTS AND DISCUSSION

All of the questions passed reliability and validity tests. All dependability values were higher than 0.70. About 210 were gathered using a personally administered questionnaire, and 40 used an online surveying technique.

102 men and 148 women between the ages of 22 and 28 comprise the sample of management students ($n=250$; $M = 23.7$; $SD = 1.06$) in this study. Most ($n = 167$) admitted to working while still in school; in 83 cases, it was a part-time profession or an internship. This outcome supports the claim that various students work in some capacity while pursuing their education.

The success of e-recruitment was then evaluated by looking at how the factors were related (the adaptability of the hiring time cycle, accessibility of information, accessibility of the Internet, usability of the website, and cost-effectiveness). The result is shown in Table 1. The most robust correlation coefficient ($r=0.647$) is for internet accessibility, followed by information accessibility ($r=0.586$), cost-effectiveness ($r=0.571$), and employment cycle flexibility ($r=0.586$).

The usability of the website received the lowest rating ($r=0.546$). The efficiency of e-recruitment was positively correlated with each of the five independent variables at the 0.000 level of significance. It implies that the effectiveness of e-recruitment is strongly associated with compliance with the hiring sequence, information convenience, Internet approachability, usability of the website, and cost-efficiency.

Table 1: Results of correlation analysis

	r	Sig
The Adaptability of Hiring Time Cycle (HC)	0.575*	0.000
Approachability of Information (IF)	0.586*	0.000
Accessibility of Internet (IN)	0.647*	0.000
Usability of Website (WS)	0.546*	0.000
Cost Effectiveness (CE)	0.571*	0.000

The success of recruitment is then predicted using multiple regression analysis. The outcomes of the multiple regression analysis are shown in Table 2. According to the r square value of 0.553, the variance in the five independent variables may account for 55.3% of the variation in the dependent variable. Additionally, the p-value is 0.000 ($p < 0.05$), and the F value is 51.701 (F value). It follows that at the smallest amount, one of the independent variables forecasts the dependent variable (Table 3).

Table 3 displays the results of the coefficient investigation. According to the significant value, all factors have p-values less than 0.05. This implies that every aspect is a predictor. The Internet's accessibility has the highest beta value ($B = 0.321$). This suggests that the essential element impacting how effective e-recruitment is Internet accessibility. The next lowest is for cost-effectiveness ($B = 0.156$; $p < 0.05$), followed by website usability ($B = 0.191$), recruiting cycle flexibility ($B = 0.188$), and information accessibility ($B = 0.136$).

Table 2 Multiple Regression Analysis

R	R square	Adjusted R square	Std Error of the Estimate	F	Si g
0.726	0.553	0.513	0.45617	53.701	0.000

Table 3: Coefficient Table

	Unstd Coeff	Std Error	Std Coeff Beta	t	Si g
Constant	0.078	0.254		0.304	0.761
HC	0.188	0.065	0.175	2.795	0.006
IF	0.136	0.069	0.132	1.984	0.048
IN	0.321	0.065	0.279	4.551	0.000
WS	0.191	0.054	0.196	3.524	0.001
CE	0.156	0.078	0.124	1.980	0.049

The study aims to pinpoint the variables influencing Generation Y recruitment's success. Both graduates looking for work and students in their final years at universities and colleges make up this group. Potential job searchers who actively look for work, are more computer literate, and are knowledgeable about the necessary technologies are deemed qualified to supply the information. As a result, they will access information about e-recruitment's effectiveness and be considered eligible for this study.

CONCLUSION AND DISCUSSIONS

It is clear from the literature analysis that Generation Y members emphasize flexibility, personal life, and personal development. The study's findings support the idea that various young professionals have varied values and value hierarchies related to the workplace and non-work environments. Because of this, businesses should treat each candidate or employee differently to meet their unique requirements, values, and expectations.

The most significant differences between the groups can be observed in financial prosperity, a crucial element of work-life and remuneration in companies. People have different perspectives about the environment, other people, family or group allegiance, and scientific knowledge. On the other hand, the views of success, humility, privacy, and spirituality are the same.

The study successfully achieved its goal of identifying the elements that influence e-effectiveness. Recruitment The study's outcome can complement already-existing knowledge. The importance of e-recruitment will increase in the following years as Internet-related technologies progress. When viewed through the eyes of employers or organizations, to find human talent that will impact their sustainability, e-recruitment must be effective.

The sample size is the biggest drawback of the study. Future research should think about including more participants Hedau, A. (2018). . Additionally, successful job seekers might serve as a model. Future research may focus on the perspective of organizations, particularly in terms of their efficacy and difficulties they confront. Future research may also consider including new variables in addition to those already covered here.

It is also advised to keep in touch with these two groups of students and/or graduates for future study. It is verified at this time that different people place different values on life. However, it is crucial for strategic leaders and hiring managers at businesses to understand WHY there is a difference. These results will also aid in a more effective implementation of the (recruiting) methods.

REFERENCE

Ahmad, S. R., Prasad, K. D. V., Bhakuni, S., Hedau, A., Narayan, P. S., & Parameswari, P. (2023). The role and relation of emotional intelligence with work-life balance for working women in job stress. *The Scientific Temper*, 14(01), 233-237.

Anderson, N. (2003). Applicant and recruiter reactions to new technology in selection: A critical review and agenda for future research. *International Journal of Selection and Assessment*, 11(2-3), 121-136.

Brown, D. (1996). Brown's Values-Based, Holistic Model of Career and Life-Role Choices and Satisfaction. In *Career Choice and Development* (3rd ed.). San Francisco: JosseyBass.

Brown, D. (2002). The Role of Work Values and Cultural Values in Occupational Choice,

Brown, D. and Crace, K. R. (1996/2002). Life Values Inventory: Facilitator's Guide [PDF].

Brown, D. and Crace, R. K. (1996). Values in Life Role Choices and Outcomes: A Conceptual Model. *The Career Development Quarterly*, 44(3), 211-223.

Buckley P, Minette K, Joy D, and Michaels J (2004). The use of an automated employment recruiting and screening system for temporary professional employees: A case study. *Human Resource Management*, 43(2): 233–241.

CEMS. (2018). Key Facts & Figures, Cems.org, CEMS -The Global Alliance In Management Education, www.cems.org/aboutcems/overview/key-facts-figures.

- Chapman DS and Webster J (2003). The use of technologies in the recruiting, screening, and selection processes for job candidates. *International Journal of Selection and Assessment*, 11(2–3): 113–120.
- Chládková, M., Lorenc, M. (2011). Development and Effective Leading of Student Team Work. *International Journal of Case Method Research & Application*. 23(3), 216–227.
- Festing, M. and Schäfer, L. (2014). Generational challenges to talent management: A framework for talent retention based on the psychological contract perspective. *Journal of World Business*, 49(2), 262-271.
- Flodrová, T., & Šilerová, L. (2011). Generace Y – jiná cílová skupina. *Strategie*, 19 (10), 58-59.
- Harvard Business Review. Retrieved online: <https://hbr.org/2013/01/strategic-leadership-the-essential-skills>
- Hauw, S. D., & Vos, A. D. (2010). Millennials' Career Perspective and Psychological Contract Expectations: Does the Recession Lead to Lowered Expectations? *Journal of Business and Psychology*, 25(2), 293-302.
- Hedau, A. (2018). A Review of Canons of Taxation: India's Perspective. *Asian Journal of Research in Social Sciences and Humanities*, 8(2), 41-53.
- Hedau, A. (2018). Long Run Performance of IPO-Empirical Evidence from Indian Capital Market. *Asian Journal of Management*, 9(1), 723-729.
- Hedau, A. (2018). Long Run Performance of IPO-Empirical Evidence from Indian Capital Market. *Asian Journal of Management*, 9(1), 723-729.
- Hedau, A. (2020). Value Investing: Evidence From Listed Construction And Infrastructure Sector Companies In India. *Romanian Economic and Business Review*, 15(4), 104-114.
- Hedau, A. (2024). Impact of Macroeconomic Variables on the Performance of the Indian stock market. *Journal of Informatics Education and Research*, 4(1).
- Hedau, A., & Joshi, V. K. (2015). Under Pricing Anomaly – Empirical Evidence from Indian Capital Market. *International Journal of Innovative Research and Development*.
- Hedau, A., & Mishra, S. (2023). EQUITY PRICE DETERMINANTS OF INDIA'S NIFTY NEXT 50 INDEX FIRMS'. *Indian Journal of Finance and Banking*, 13(2), 14-22.
- Hershtatter, A., & Epstein, M. (2010). Millennials and the World of Work: An Organization and Management Perspective. *Journal of Business & Psychology*. 25 (2), 211–223.
- Howe, N., & Strauss, B. (1993). 13th Gen: Abort, retry, ignore, fail? New York: Vintage Books.
- Kirovová, I. (2011). Od tradiční kariéry k současným kariérním koncepcím. *Československá*
- Kolář, O. (2015). Analýza kariérního vývoje absolventů Vysoké školy ekonomické v Praze (Master's thesis, University of Economics, Prague, 2015).
- McManus, M. A., & Ferguson, M. W. (2003). Biodata, personality, and demographic differences of recruits from three sources. *International Journal of Selection and Assessment*, 11(175-183).
- Mishra, S. (2021). Efficiency measure of form work in construction: a comparative assessment. In *Recent Developments in Sustainable Infrastructure: Select Proceedings of ICRDSI 2019* (pp. 961-970). Springer Singapore.
- Palfrey J and Gasser U (2008). Born digital: Understanding the first generation of digital natives. Basic Books, New York, USA.
- Patton, W., & McMahon, M. (2006). Career development and systems theory: Connecting theory and practice. Rotterdam: Sense. Managing tomorrow's people: Millennials at work –perspectives from a new generation. [PDF]. (2008).
- Portrait of a New Generation of Leaders: Project Summary Report CEMS L'Oréal Fellowship (Rep.). Paris, France: CEMS Head Office.

- Prague: University of Economics. Mayrhofer, W., Nordhaug, O., & Obeso, C. (2009).
- PricewaterhouseCoopers International Limited. Millennials at work – Reshaping the workplace. [PDF]. (2011). PricewaterhouseCoopers International Limited.
- psychologie. 55 (4), 316-331.
- Satisfaction, and Success: A Theoretical Statement. In Career Choice and Development (4th ed.). San Francisco: Jossey-Bass.
- Schullery, N. (2013). Workplace Engagement and Generational Differences in Values. Business Communication Quarterly. 76 (2), 252–265.
- Shoemaker, P., Krupp, P. J. H., Howland, S. (2013). Strategic Leadership: The Essential Skills.
- Twenge, J. M. (2010b). A Review of the Empirical Evidence on Generational Differences in Work Attitudes. Journal of Business & Psychology. 25 (2), 201-210.
- Twenge, J. M., et al. (2010a). Generational Differences in Work Values: Leisure and Extrinsic Values Increasing, Social and Intrinsic Values Decreasing. Journal of Management. 36 (5), 1117-1142.
- Ware, L. B. (2014). Stop the Gen Y revolving door. T+D. 68 (5), 58-63