

## Student's perception of Intention to join the company: A literature review

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**Abstract:** The study highlighted the choice of attributes of branding for the students regarding their decision to start their career in the corporate world. The purpose of this paper is to understand the attributes of the term "Employer branding" that have a maximum impact on the "intention to join" the company. This paper explores the various articles and theoretical models to develop a perspective on an employer of choice. This paper proposed the important attributes for intention to join the company, majorly focussed upon the six: salary, location, job security, work environment, social media influence and flexible working hours. On the basis of the above-mentioned attributes, an integrative model has been prepared, and the implication of this study will be helpful in guiding the organizations in making the human resource strategy to attract the freshers to join.

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### I. Introduction

In the world full of competition, it is also important to understand the perceptions of the students (the millennials basically), who are yet to enter the corporate world. Also, it has been noted that every generation comes up with the different characteristics that are in some of the other Madhavkumar (2016) ways that differ from the previous one. While talking about the millennials, they do carry a lot of characteristics as well as the values that influence their decision-making process and those are their confidence level Guha (2010), too much dependency on the technology from their early age Deal et al. (2010), they keep higher expectations for career advancement opportunities as this may motivate and drive them to grow in their career Vos (2010). The number of studies has also been done on their future employer expectations, which set the criteria for their low as well as high expectations on the basis of career advancement, meaningful work, job satisfaction, training and development, and work-life balance, meanwhile, they keep fewer expectations from job security as it totally depends on the market situation. As it has been said by Kowske et al. and Kaifi et al. (2010) that millennials are mostly focussed on achieving the goals in order to excel and do more in their career, meanwhile they also like to work in a team as they are more practical and tolerant than prior generations.

Similarly, "it is also important for the organization to keep the competitive human resource environment in order to attract and retain the best talents, and therefore finding the right talent for the required job is the top priority of the organization" Sameer & Ankita (2013). Coming back to the term "Employer branding" "it is a long-term strategy of human resource as it considers the broader perspective of human resource management" Sameer & Ankita (2013). It has been said that an attractive employer branding strategy of the company leads to an attractive brand image among the freshers and therefore, it may fulfill the criteria of the freshers in an easier way while choosing the company.

In this study, we have tried to cover the maximum numbers of articles regarding the attributes influencing "Intention to join" the company majorly focussing on the management students, who are more close to the human resource management background, and therefore it is absolutely important for them to be the part of the organization brands which may help them grow well in their career and make them want to enhance more potential to keep moving ahead with the equal determination in future.

#### 1.1. The rationale of the study

There are a number of researchers in several parts of the world who have done a significant amount of work in this respect, however, this study has found the most substantial attributes that actually influence the decision-making of the management students (the millennials), As it is very important for the self-motivated generation to know their criteria for joining the particular organization, with respect to the factors that are really going to impact their choice.

Further, there is a need to link the gap between the male and female and their separate concern regarding the factors that influence them to join any organization.

## **II. Review of the literature**

### *2.1. Intention to join*

The number of available literature offers abundant studies that explored the fresher's point of view on joining the company. According to the study by Madhavkumar (2016), the most applied attributes by the job applicants were co-workers, hours, pay, benefits, advancement, supervisor, security, working conditions and the kind of work that has been assigned to them Jurgensen(1978). Turben(1993) inspected the number of important job attributes that influenced the job searching decision by the job applicants in their early career phase. And he found out that there were various different reasons for students to accept the job offers like, "the type of work, the kind of organization, career advancement, and opportunities, job security and co-workers respectively. And the most important reasons why they rejected the job offers were also like the type of work, career opportunities and advancement, the location, co-workers and the salary status Madhavkumar(2016).Ng(2006), according to his students "differ in their attractiveness to different attributes of the firm and he identified total four factors and those were people, reputation, work and benefits out of job and organizational attributes".Sutherland(2012), according to him, "he worked on the preferences of worker job attributes in the UK and found that among the 15 attributes he listed, out of them only four ranked the highest job attributes preferences and those were, "work you like doing"; a "secure job"; "friendly people to work with"; and "opportunities to use your abilities".Sutherland(2012) also described job attributes as "the extent to which individuals attach or desire a variety of specific qualities and outcomes from their paid work".

According to Cable(2001) "the firms are usually evaluated by the job applicants on the basis of physical attributes like 'employer information' like the 'size of the company', 'its geographical location', and the job attributes those referred as the 'people information' were 'pay benefits', 'advancement opportunities which constitute job information' and the type of co-workers they would be working with".Gokuldas(2010) he talked about the factors of engineering students in India that influenced them in their job choice decision-making, and identified that providing good training opportunities as the most important factor that influenced both male and female respondents while picking their first job." Later, he also identified that "the students most preferred factors while selecting the job where, "the presence of power and authority, peaceful work environment, and career advancement opportunity". There are some other popular perceptions of students on the organization is about corporate reputation, as this may give them the prestige to work for it,Ng(2006) then comes the geographic location of the organization as it is also one of the factors to decide on making a job-related decisionRynes(1983). There are various articles that also claimed that organizations with more social responsibility are perceived more attractive among the students, who are certainly looking for potential employers Gatewood(1993).

According to Lacy(1983) study, he ranked "meaningful work as the most important factor followed by income, advancement, security, and working hours". Meanwhile, in the study by Posner(1981)the college students stated that they need a more challenging/interesting work environment followed by learning opportunities and using one's abilities.

While talking about the term 'Organizational attractiveness' it has gained a lot of importance in current years among the prospective candidates as well as the existing employees, and the term 'employer attractiveness' the antecedent of the term 'employer branding' also played the popular role in the recent years Berthon(2005), in his operational definition of employer attractiveness he defined it as "the envisioned benefits that a potential employee sees in working for a specific organization".

### *2.2. Job security*

The number of prominent researchers has done research on job security, and those were Tolbert(1998), Turban(1993), later on by Randstad report on employer branding (2018), job security as one of the topmost reason for the freshers to apply as well as join the organization, also it plays one of the greatest reason for the employee retention in the organization.

### *2.3. Flexible working hours*

"The flexible workplace has become widespread practice within the organizations, and often used as a human resource strategy to attract, motivate, and retain the key talents" Hill (2008). Meanwhile, flexible working hours can be defined as "the ability of employees to make changes on where, when and the total time they would spend or engage in work-related tasks" Rau B.L.,(2002)

### *2.4. Work environment*

According to Cornelissen (2008), there should be an easy-going environment for the employees in order to get to know each other, as said positive the work interaction leads to a positive and healthy environment. "it boosts employee commitment, performance, motivation, and empowerment." If the organization is effective in nature, and the employees are well informed about the future directions by the

organization, it may be considered into healthy work environment situation. And this may lead to a healthy decision-making process for the organization. According to Urde (2003), employees deserve to have a positive work environment, "a positive work environment makes them feel good about coming to work every day". It certainly challenges them to be productive everyday day and look forward to doing better.

#### *2.5. Salary*

In the study of (Berthon, 2005), when talking about the economic value share, salary plays one of the major parts in order to attract as well as retain the best talents from all over the world. It consists of two ranges, minimum and the maximum base salary range, whatever organization can offer as per the job profile of the employee.

#### *2.6. Location*

Location plays an important role, it directly impacts the mindset of the prospective candidates, as they may consider this as the waste of their time and energy traveling from home to the work. Therefore, it has been said that a good location impacts decision making and significantly lift a company's long-term performance, whereas poor location may impact the total productivity of the company.

#### *2.7. Social media influence*

Social media, on the other hand, has everything to do with this new generation, everytime they want to look at the opportunities at their end, the first thing they want to look at is the company's social media status, is the company active on social media platforms or not? this is again the big issue among this new generation, a major number of students judge the company's status on the basis of their social media followings and the number of likes and the approvals they have received so far from either the existing employees or the prospective candidates like them. Now while talking about the new trend branding of the company, social media gives a clear picture exactly the way the prospective employees are trying to search, it definitely fulfills the need of giving sufficient information of the organization. (Samson & Rathee, 2017) And therefore in the field of human resource management, it has been the great help for promoting the company's job opening or for the purpose of recruitment of the talented or potential candidates, same as it works for the candidates too in order to address them about their job requirements from the job and the company.

### **III. Integrative Model**

In this study, we have gone through frameworks by various authors and figured out the attributes that contributed to the students in the matter of job selection and 'intention to join' the company. In the model by (Acarlar & Bilgic, 2013) he discussed the kind of advertisement that leads to job seekers' credibility and the amount of satisfaction that leads to job attraction and it ends up with the willingness to apply for that particular company. Overall the main motive of the study is to understand the perspective of applicants for a given job in order to know their willingness to apply or to not apply with the mediating effects of credibility, satisfaction, and attraction. (Connerley, 2003). Similarly, we have proposed a model that gives the factors that influence the choice of prospective candidates to make the right decision on 'intention to join' the company.

Meanwhile, In the study of (Eleni, 1999) they talked about the demographic variables that lead to the 'intention to join' and 'intentions to take over', the study has explored the three aspects of demographic information under which the first one covers the 'offspring' that includes, age; gender; geographic origin; past involvement in the business; birth order. The second one 'parent-owner' includes difficulty leaving the business; age, and the last one 'business' includes size; generation.

According to (Devaguptapu 2017), employer branding is comprised of three key factors a) Organizational factors; b) People Factor; and c) Process Factors. The organizational factors include 1. Market reputation of the firm's products and services, 2. Reputation and visibility of senior leaders, 3. Engagement with educational institutions. People's factors include 1. Existing employee feedback, 2. New hire feedback, 3. Prospective candidate feedback, 4. Channel partner feedback. And process factors include 1. Organizations across sourcing channels 2. Candidate engagement 3. Process efficiency.

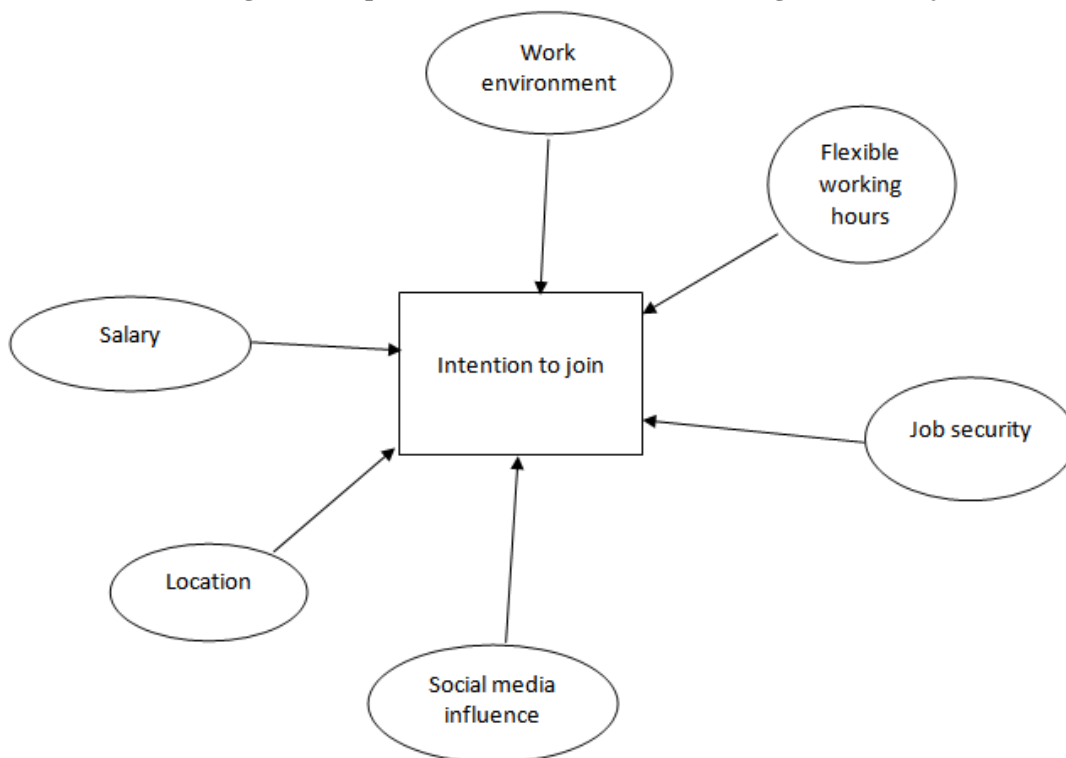
In the study of (Khan, M, & Ghouri, 2013), there are two aspects that lead to job seeker's intention to pursue the job and those two aspects are Recruitment sources and the job seeker's perception, in which the recruitment sources include, newspaper, internet, friends/relatives, others whereas the job seeker's perception include, advertisement placement, advertisement information, and the interest in the job.

The study by Harrington (2015) the millennials and their managers' perspective depends on the level of job satisfaction, which carries more importance to their career as well as their life in general. According to Carmichael (2015), work for long hours has a negative impact and therefore it decreases productivity as well as job satisfaction at work. However, promoting a good work-life balance is the most beneficial aspect for better productivity in the organization. So the model depends on the relationship of job satisfaction on the basis of

intention to stay, which again depends on how the work effort has been made and leads to job satisfaction carry on with the career satisfaction end with life satisfaction.

After careful contemplation and review of available articles, keeping millennials in mind it has been carefully noted their views on what factors actually impact their decision-making ability to choose the appropriate employment keeping career advancement in mind. The proposed research model is shown in figure 1 below, includes the most used attributes from the literature review by the prospective students from the management branch, regarding the attributes, impact their decision-making ability while opting for the job in the good and reputed company and make them want to join it. The factors that came out to be important and had a direct impact on 'intention to join' were, job security, flexible working hours, work environment, salary, location, and social media influence. Therefore, Each of the factors has its own importance level in this process of choosing the organization suitable as per the demands that might need to be fulfilled in the whole journey of 'intention to join' the best organization.

**Figure1: Proposed model of attributes influencing intention to join**



Source: Author

#### **IV. Conclusion and future scope of the study**

In the present study, we have come across various attributes that have a direct impact on 'intention to join' the organization, majorly six attributes that totally contribute to the study. And these six attributes were chosen on the basis of the literature review, as they were repeatedly used by various prominent authors, and have discussed its connection with the prospective employees as well as the existing employees. The implications of this study will be helpful in guiding the various companies in making the human resource strategy while hiring freshers. In the future, there is a need to link the gap between the male and female and their separate concern regarding the factors that influence them to join any company. Besides, there is a need to do a separate study on each preference.

At last, according to the present situation and the recent glassdoor report on freshers, students just want to grab the opportunity for working with the topmost brands no matter how much of pressure they are going to feel, they just want to face it at least for once to know how it is to be a part of the best organization so far.

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