

Management graduates and job expectations

Internal Paper

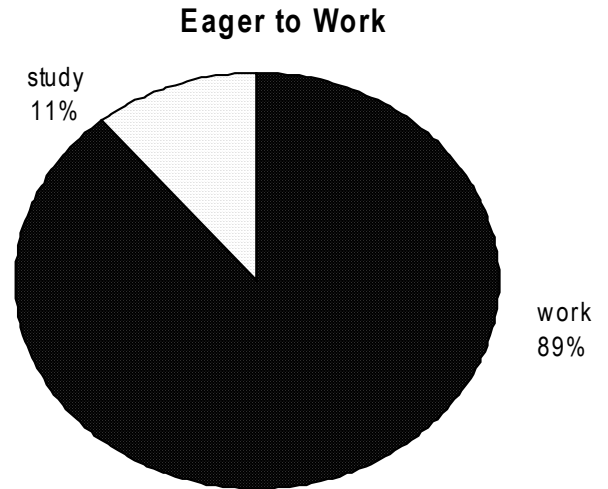
Indicus Analytics

Eagerness to Work

Overall trend

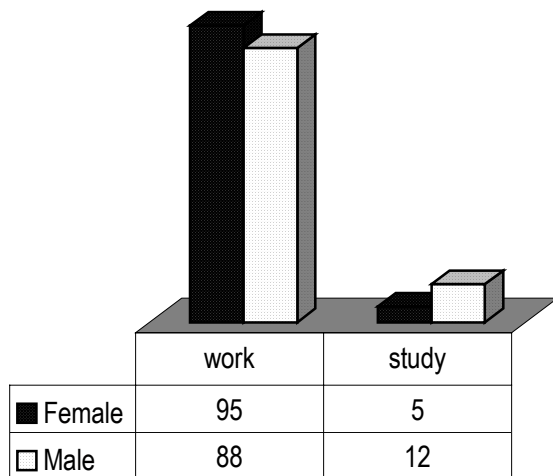
Four years of toiling has its effects. Most of the final year engineering students are eager to prove themselves in the corporate world. The final year students were asked, if given a choice, what would they prefer more: a job or further studies? The survey suggests that an overwhelming majority of the students (89%) would like to work immediately after getting their bachelors degree.

This is definitely good news for the HR managers. The eagerness among graduating technocrats assures them of availability of highly skilled workforce.



Vis-à-vis Gender

Gender Preferences: Work Vs Study



The overall trend amongst the student community is strikingly in favour of getting a work experience just after the bachelor's degree. Interestingly, this ratio is more in the female students (95%) than their male counterparts (88%).

A probable reason is that an individual seeks to gain financial independence before marriage. In the Indian context this has larger implications. A number of job related choices, especially among females, are governed by future marriage prospects. Hence the females may desire to start earning earlier. On the other hand a higher ratio of male students (12%) prefers to study further before finally settling into a job.

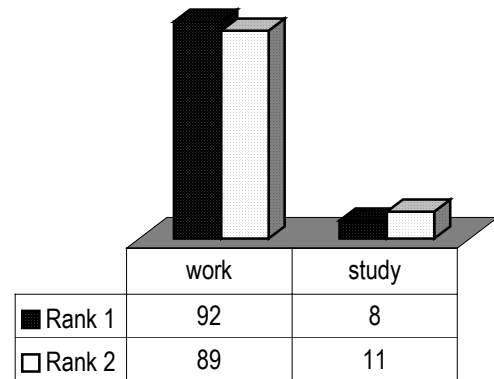
Vis-à-vis ‘Rank of the College’

Further, the ratio of students opting for further studies was greater in second-tier colleges (11%) than in the first-tier ones, where as only 8% evinced interest in studying soon after their bachelors.

The reason for this minor, yet significant deviation may be inferred from the dissatisfaction of the students of the second-tier colleges with the quality of their education.

Hence, a small ratio amongst them may place importance on getting a higher degree from a more reputed college to make them more sellable in the job market.

Work Vs Study: Rank of College



Insight for HR

There is a clear trend amongst the students in favour of doing a job immediately after their undergrad degree. Hence, the companies may benefit from hiring this fresh talent directly through campus recruitment, where they would get a much wider choice than in any headhunting operation. The first choice of students is usually to prefer on-campus recruitment as it is much more convenient to them. By the same token, a company going to a campus for recruitment gets to select from a wider pool of eligible candidates, than one, which invites applications through headhunting.

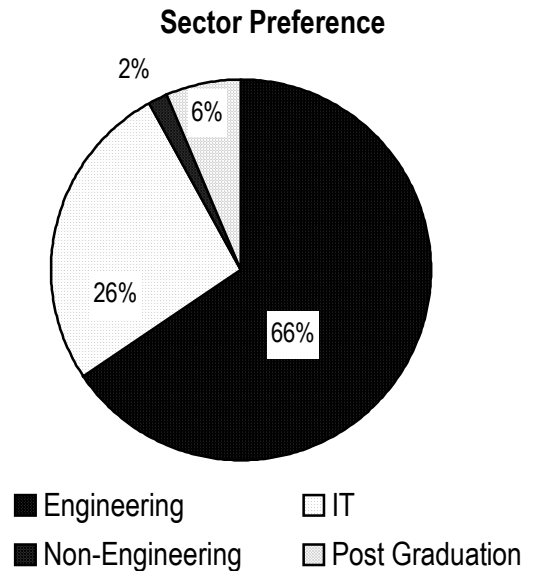
Moreover, there is seemingly a greater incentive in hiring a fresh female graduate as she is looking forward to attain financial stability soon after her graduation, and hence, is more likely to stick to the job.

Similarly, the trend in favor of a job is considerably higher in the first-tier colleges. Correspondingly, a recruiter going to a second-tier college may offer a financial assistance for an executive/further studies program from a top-tier college after 2/3 years of work ex. As the survey shows, a student from a second-tier college would be quite interested in such an incentive and hence would be sticking to the job in all likelihood.

Areas of Interest

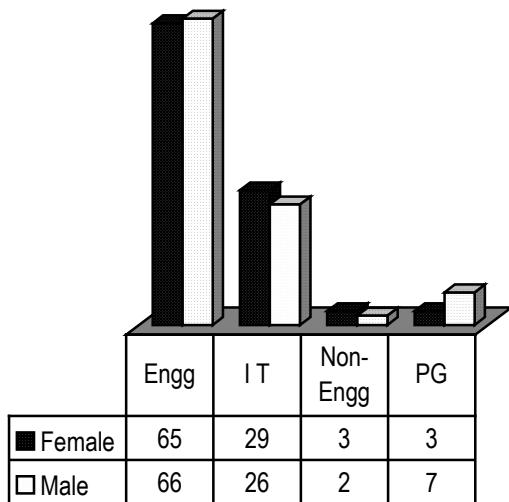
A majority of the students (66%) showed the inclination to work in their core engineering fields. The IT sector was the second choice, with almost a quarter of students opting for it. Rest of the students were either interested in a non-core, non-IT job like marketing or consultancy, or were inclined to go for further studies after getting a work ex.

With the IT sector being more prone to the boom and the bust cycles and the recent downturn in the US economy leading to mass retrenchments of the IT professionals, there seems to be a nagging insecurity about working in this field. On the other hand, the engineering sector, despite its slow growth pattern, offers a greater job security.



Vis-à-vis Gender

Sector Preferences: Across Gender



The trends were by and large the same for both the sexes as far as working in their core engineering fields was concerned. However, there was a significant deviation in the IT sector, where the females outnumbered the males by a margin of 3%. Correspondingly, there was a decrease of 4% amongst females as compared to males with respect to going for PG after some work experience.

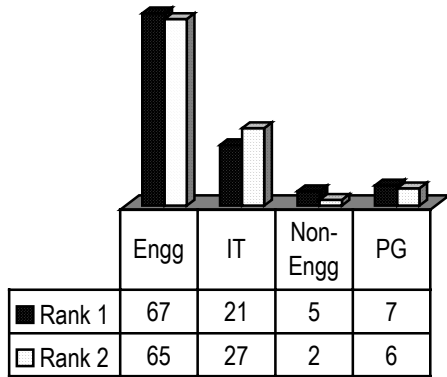
It may be inferred that females show a greater inclination towards the white-collar jobs. Moreover, the fact that they are hardly interested in getting a PG degree may again be explained by the hypothesis that they wish to gain financial independence as soon as possible.

Vis-à-vis 'Rank of the College'

There was a significant deviation in the choice of work across the two types of colleges. The students at the first-tier colleges were much more interested in working in their core engineering fields (67%) with only 21% opting for the IT sector. Though, the majority of

the students at the second tier colleges were also interested in working in their core fields (65%), a sizable 27% evinced interest in the IT sector too.

Sector Preferences: Across Colleges



A probable reason for the higher ratio of students of the first tier colleges preferring engineering jobs as compared to the students of the second tier colleges may be that the engineering sector in India is close to saturation and their employee demands are met by the first tier institutes itself. On the other hand, the services sector is growing rapidly and the students of the second tier colleges may foresee a better chance of securing a job there. Moreover, this trend may again point towards the insecurity of the second tier institutes' students about the quality of their own education. It may be inferred as an

insecurity to compete with the top-rung institutes' students in the core engineering fields. The IT sector provides them with a more level playing field as everyone starts afresh with the same training and the background education is of little significance. Correspondingly, due to the same reason, the students from top-rung colleges may foresee a better growth chart in their core engineering fields.

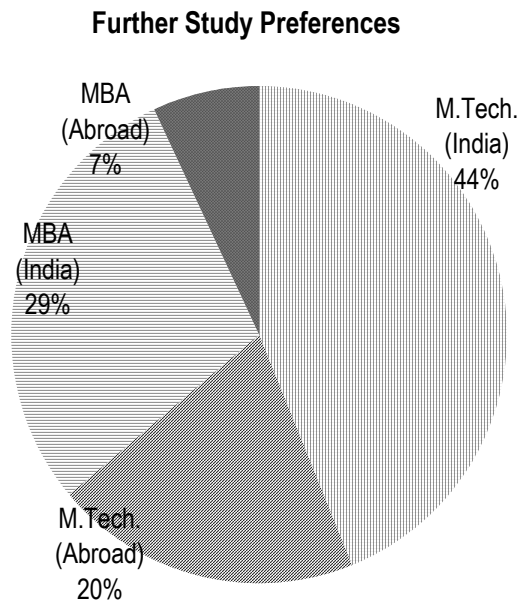
Insight for HR

The trends clearly reflect a huge market for the core engineering fields. The IT sector, on the other hand, needs to provide a greater sense of job security to the students. Besides, there seems to be a higher incentive in hiring females for the IT sector, as they are more likely to stick around, given the higher preference showed by them.

There seems to be a clear incentive for the engineering sector to recruit more from the top-rung colleges. The students seem to be pretty keen in applying their engineering knowledge to an onsite job. They are more likely to stick around, and some incentives in form of pay perks or financial assistance for higher studies could help matters. The same incentives may provide an acknowledgement of their quality education, a distinction that the students from these colleges may be looking forward to.

The opposite is true for the second tier colleges. It makes sense to hire a greater number of IT professionals from there, given the correspondingly higher demand. The students seem to be keen on a level playing field and performance-related perks.

Choice Of Higher Studies



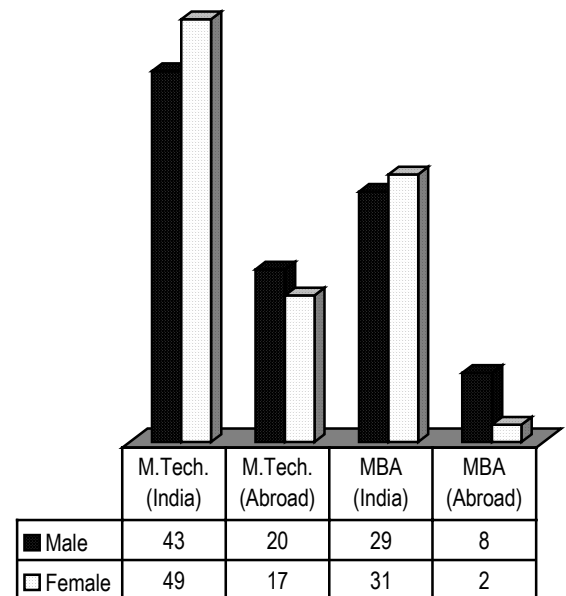
The overall trends as indicated below point out a bent towards the technological fields for higher studies in India, whereas pursuing management studies within India comes a close second. As far as going abroad for studies is concerned, the students want to pursue the technology related fields much more than management studies. The reason for a very few students wishing to go for an MBA abroad could be that the B-schools abroad are very expensive and offer virtually no scholarships whereas financial assistance is much more forthcoming in the technical fields.

Vis-à-vis Gender

The chart shows preferences on the basis of gender .A striking 82% of the women want to pursue their higher studies in India, whereas 72% of the men want to pursue their studies in India. The majority in both case opted for pursuing a post graduation in a technical stream from an institution in India.

Domestic compulsions could be the prime reason behind an overwhelming majority of female students preferring to do their higher studies within India. Moreover 49% showed their inclination towards technical studies within India after which they could get less stressful jobs in R & D and the teaching profession. On the other hand men showed more interest in pursuing a postgraduate degree abroad (around 9% more than women).

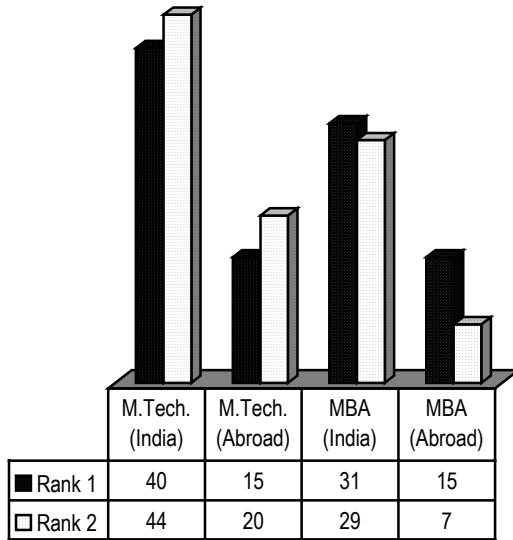
Further Study Preferences by Gender



Vis-à-vis 'Rank of the College'

Gaining further technical qualifications was a higher priority among students of second tier colleges than in the first tier colleges. A 9% difference in the top preference between the two sets of colleges clearly indicates this. This indicates that the students in second tier colleges feel an additional qualification would nullify the disadvantage they face in the job market. This may also include pursuing the second degree in a tier one college and also from an institution outside the country. The higher preference for the latter among engineering graduates for second-tier colleges is shown in the graph.

Further Study Preferences by Rank



BE-MBA combination is now one of the most sought after by recruiters. More engineers are today opting for a post graduation in MBA. IIT-IIM combination is the signature in technical-management functioning. The survey confirms this movement. The only difference across colleges is the stronger preference of MBA among tier one colleges. This is more because of a stronger preference to pursue their MBA from universities abroad. Since the reputation of the institute is one the parameters in getting a scholarship from universities abroad. A probable reason for the students of first tier colleges being more interested in doing their MBA's from abroad could be that the reputation of their institutes would help them secure a scholarship.

Insight for HR

Preference to study remains a strong option whether it is after gaining some experience or immediately after graduation. Further the choice of a management degree reflects that students are willing to migrate from their technical streams to more administrative and managerial oriented fields. What does this mean for organizations:

1. Engineering graduates are interested in their career development not only through work but also by studying further.
2. MBA is emerging as a sought after option for post-graduate studies. This means more students are ready to migrate from technical fields to managerial roles.
3. Companies need to build development programs as part of the growth profile of fresh engineering graduates for retention. Depending upon the type of function and role envisioned, this development program may be either technical or managerial or both.
4. Organization targeting second tier colleges need to use this as a much stronger incentive especially if they can arrange development programs from tier-one colleges.

Factors Influencing Employment Choice: Monetary Related

What are the reasons that play a vital role in taking up employment with a particular organization? This is one of the most pertinent questions for recruiters. Their strategy in approaching and recruiting fresh graduates is a direct outcome of this. We have identified two sets of factors that play vital role in taking up employment. These are

- Monetary related
- Work and skill related

Within this broad set of factors are numerous specific elements, a mix of which is offered as inducement for recruiting and retaining. The majority of these elements in some form were included in the survey. The students were required to choose between the two broad sets and also to rank the elements within each set. The following section discusses each of these in details.

I. Overall

Majority of the engineering graduates prefer skill and work related aspects over monetary benefits. Contrary to the belief, engineers are ready to sacrifice a few pennies for a bigger and more satisfying job. Almost 70 % of the students preferred work related benefits to monetary benefits.

This is not entirely surprising as fresh graduates at the beginning are ready to join a better work culture that a higher paying one. At this time they have lesser responsibilities and can spend more time learning the practical aspects of their work.

	Total	Male	Female	rank 1	rank 2
Better income/Monetary prospects	29.89	30.45	26.53	24.78	30.35
Better work and Learning environment	70.11	69.55	73.47	75.22	69.65

II. Male Vs Female

Even though both in case of male and female engineering graduate work is the first choice among the majority, there is a slight deviation. More percentage of male students prefer money to work than female.

Work culture in India as in many other countries has biasness towards male. Hence female workers tend to check for a more comfortable work culture hence the preference of work is high among them.

III. Rank of the College

Another significant difference in opinion of graduating engineers for work and money is visible across colleges. A 10% variation is seen in the preference of students from the two sets of colleges. More students in tier two colleges prefer money to better work and learning environment.

This is a vital piece of information that reveals a basic fact about recruitment in tier-two colleges. The profile offered to engineering graduates in these colleges is definitely lower in remuneration than that offered in tier-one colleges.

IV. HR Insights

What the above indicates for organizations is:

1. Work profiles need to be effectively designed and communicated, as this can be the deciding factor for the selected to join the organization.
2. The monetary benefits need to be competitive enough.
3. While recruiting female employees a minimal level of work environment needs to be maintained and communicated.
4. For organizations going to second tier colleges, the remuneration package needs to be packaged without showing large disparities from tier one colleges.

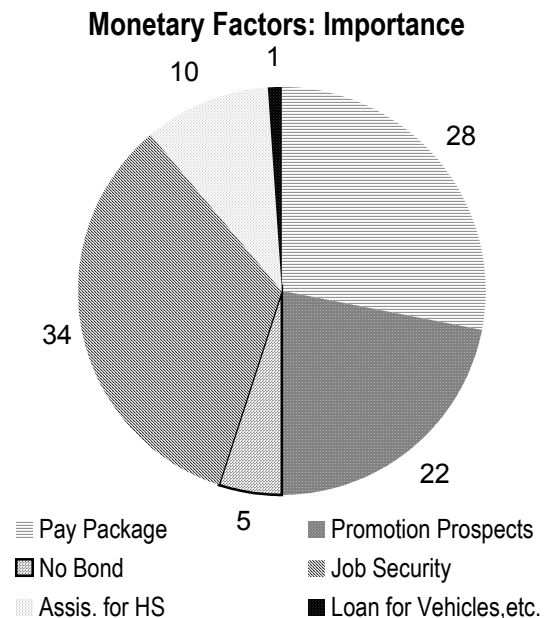
Monetary factors- A closer look

Monetary considerations are one of the most important aspects of recruitment. The bottom line of all recruitment decisions is the cost to the company of employing and the returns. Based on this most organizations have developed a combination of carrots and sticks to recruit and retain employees. The survey collected information on majority of these. The students were asked to rank the factors that would influence their decision to take up employment. The factors included were:

1. Pay package & perks
2. Promotion prospects
3. Not having to sign a bond
4. Job security
5. Assistance for higher studies
6. Loan for vehicles/durables

The top 3 choices of the students have been plotted, the first 3 bars representing the first, the second and the third choice, respectively. Finally, the last bar is the cumulative of the first 3 choices.

It is quite clear from the graph that pay package, promotion prospects and job security rank quite high in students' minds. The depressing economic scenario is definitely having an effect on the students' decisions. Almost one-third of the students chose job security as the most important factor influencing their employment decision. 'Pay package & perks' stood a close second with 28% of the students opting for it. Promotion prospects also ranked quite high with 22% students selecting it as their top choice. A cumulative of the first 3 choices of all students reaffirms the belief that the above-mentioned factors are the most important considerations for most of the students. Each of these factors has been selected in one of the top 3 choices by more than 70% of the students. In a nutshell, students want to be paid more, have a good growth chart and most importantly, have a secure job.



'Not having to sign a bond' and 'Assistance for higher education' were secondary considerations for most of the students with a cumulative of 34% selecting each of them in any of their first 3 choices. 'Loans for vehicles, etc.' was hardly a consideration with a meager 4% selecting it in one of their top 3 choices.

Vis-à-vis Gender

There is a considerable deviation in trends with respect to the gender of the student. Two graphs have been plotted vis-à-vis gender, one taking into account the topmost choice of the students, and the other taking the cumulative of the first 3 choices of the students.

A stark difference emerges with respect to the gender in the top choice of the students. The men clearly attach topmost priority to the pay package, whereas women place it third on their choice list. A huge 46% of women place utmost importance on job security followed by promotional prospects.

Monetary Factors: Preferences across Gender



The cumulative graph by and large reinforces the same trends without any major deviations.

Cumulative-Top three Choices

Monetary Factors	males	females	rank1	rank2
Pay Package	74	66	78	73
Promotion Prospects	78	76	85	77
No Bond	33	32	29	33
Job Security	73	83	68	75
Assis. for Higher Studies	37	41	32	38
Loan for Vehicles,etc.	5	3	8	4

Around 77% of the male students choose pay package as a factor in their top 3 choices, whereas only 63% of the women do the same. And around 84% women select job security as one of their top 3 choices a significant 12% more than the male students. Promotion prospects are cited as an equally important factor by the both sexes, while ‘not having to sign a bond’ and ‘assistance for education’ are clearly secondary concerns.

Vis-à-vis ‘Rank of the College’

An analysis of the top choice of the students across the two tiers of colleges reflects a significant variation in the trends. Still, the topmost choice at both the types of colleges remained job security with almost one-third of the students vouching for it. Thereafter, the variation starts with ‘promotion prospects’ ranking second in the ‘top choice’ list of the first tier college students as compared to the choice of ‘pay package’ of the second tier college students.

Some of the trends reverse when an analysis of the cumulative of the top 3 choices is done. ‘Pay package’ is one of the top 3 choices of about 87% of the first-tier college

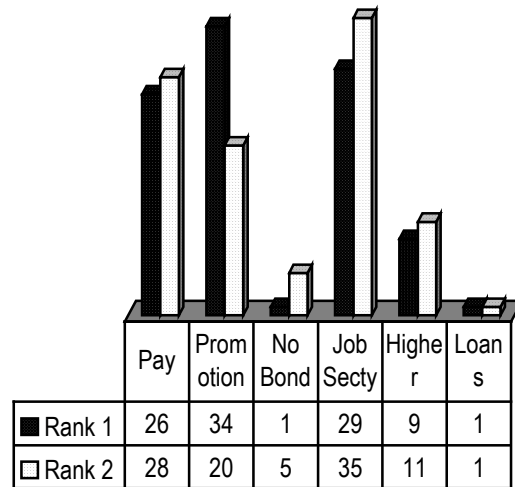
student, the figure being 13% more than that for the second-tier colleges (In case of the top choice analysis, it was more in case of second-tier colleges by a margin of 5%).

However, ‘promotion prospects’ continue to hold a greater sway over the minds of the first-tier college students with 89% selecting it as one of their top choices as compared to 78% in the second tier colleges. Job security continues to be of equal importance across both kinds of colleges.

Table above

A collective view of both the trends suggests that that there is a greater degree of variation in the responses of the second tier college students. The students of the first tier colleges reflect a unanimous view, with ‘pay package’, ‘promotion prospects’ and ‘job security’ as their chief concerns. The same is true for the second tier colleges too, but the unanimity is not as stark. A noteworthy 35% each of the students cite ‘not having to sign a bond’ and ‘assistance for higher studies’ as one of their prime concerns. Evidently, there is a greater degree of desire for these secondary incentives in the second tier colleges.

Monetary Factors: Preferences across Rank



HR Insight

Clearly, across the entire spectrum, the students are looking forward to a good pay package, a good growth chart and finally, a secure job. Addressing these concerns on a larger scale in the placement talk might go a long way in helping a company’s cause. Most of the female students are looking for a secure job and by the same token, are more likely to stick around. The male students, on the other hand are much more keen on a good pay package. However, both the genders are equally keen on a good growth curve, once in the company.

The above-mentioned concerns again hold sway across both the tiers of colleges. Nevertheless, the secondary concerns like ‘not having to sign a bond’ and ‘assistance for higher education’ are more keenly sought after in the second-tier college. They may be an attractive proposition to be offered to the students there. Finally, incentives like loans for vehicles, etc. are not much of a concern anywhere.

Factors Influencing Employment Choice: Work and Skill Related

The students were asked to rank the factors that would influence their decision to take up employment out of the following choices:

1. Company name
2. Skill enhancement Prospects
3. Job rotation
4. Job environment
5. Independence at work
6. Family's preferences

The top 3 choices of the students have been plotted, the first 3 bars representing the first, the second and the third choice, respectively. Finally, the last bar is the cumulative of the first 3 choices.

First choice

Job-related

	overall	males	females	rank1	rank2
company name	31	33	19	33	30
skill enhancement	18	17	25	17	18
job rotation	39	38	44	39	39
job environment	2	2	1	0	2
independence at work	8	8	8	12	8
family pref.	2	2	2	0	3

Cumulative(Top 3 Choices)

Job-related

	overall	males	females	rank1	rank2
company name	68	69	66	72	68
skill enhancement	71	70	74	73	71
job rotation	85	85	89	85	85
job environment	31	33	23	31	32
independence at work	36	36	40	35	37
family pref.	7	7	8	4	8

The work related factors that most influenced a students decision to take up a job were “Company name”, ”Skill enhancement prospects” and “Job environment”. The other three factors rank low on the student’s list of parameters. Especially family preferences do not seem to be a criterion at all as only 8.32% have it on their top 3 parameters list. Skill enhancement seems to be the most important parameter as more than 80% had it on their top three list. The name of the company and the workplace environment come a close second. “Independence at work “ and “Job rotation” are lower down the order.

On the whole the choice seems very clear about the kind of company students want to work for. The job should not be mundane or monotonous but should add value to a student’s skill and make him more adept for the future. The kind of environment at the workplace is another important factor as the productivity of a person would be dependent

on the interaction he has with the elements of the company. And hence job environment is very high on a student's list. Lastly the first impressions that a person makes about a company is from its reputation, and companies that score on this point definitely have an edge. Hence company name is the third most important factor.

Vis-à-vis Gender

There is a considerable deviation in trends with respect to the gender of the student. Two graphs have been plotted vis-à-vis gender, one taking into account the topmost choice of the students, and the other taking the cumulative of the first 3 choices of the students

First Choice Table-for Gender Above

There seems to be significant difference on the parameter to which males and females attach the most importance. It seems men give higher preference to company name (34.7%) and skill enhancement prospects (36%) than to job environment and independence at work. Job rotation and family preferences hold the least priority on the male mind. On the other hand the females lay profound stress on skill enhancement (38.2%). Job environment (27%) scores distant second while company name (17%) is of much lower importance than what it is to men. Job environment holds a greater sway on the female minds than on the male ones.

Cumulative Table for Gender

The cumulative bar emulates the top choice bar very closely. The notable things being that though the relative order of the factors remained same for both men and women, the differences between the choices of men and women have reduced considerably. The significance being that their top choices regarding company name and job environment were in stark contrast but these factors do figure in the list of top three choices of most women. Cumulative bar once again reiterates a female student's concern about the company environment. A reason could be that females are more sensitive to their environment and hence look forward to companies having excellent workplace environments for maximizing their productivity levels.

Vis-à-vis 'Rank of the College'

The choices of students were almost similar regarding the most important factor considered on the basis of the rank of colleges. Significant variations were found only in the "Job rotation" and "Family's preferences". The students from rank one college none of them had the above as their most important factor. On the other hand students from second tier colleges gave job rotation (3.46%) and family's preference (2.65%) as their top choice. Here also the most important factors remained "Skill enhancement prospects", "company name", "Job environment" and "Assistance for higher studies" came a distant second.

First Choice Table-for Rank Above

The cumulative reinforced the trends of the top choice bar. Most of the students had skill enhancement prospects, company's name and job environment in their top 3 list. Though most students did not consider job environment the most important factor it did figure in the top 3 lists. Another variation was that a significant number of students had Job rotation on their list. The top 3 choices for students of both colleges were almost same except for family preferences. Family preferences were of more concern second tier college students than to first tier college ones.

Cum Cumulative Table-for Rank Above

HR Insight

The survey has showed the primary concern of student is skill enhancement prospects. A job which adds value and enhances the dexterity of a student scores very highly. So it becomes essential that recruiters address this need of the students and communicate in effective manner how their job will make them more adept.

The two most important factors that come second on the list are company's name and job environment. By increasing the number of visits to a campus, companies can enhance their brand value. These visits should not be just for the purpose of recruitment but for providing more information about the company and organizing fun and knowledge based events. The environment at work place is a very important factor and needs to be taken care during the pre-placement talks. Especially for females job environment matters a lot and effective communication in this regard could prove very useful for the company.

Choice of Organization

The students were asked to rank the type of organizations they would like to work in, income being the same. The choices were:

1. Government Department (IAS, DoT, DRDO, etc.)
2. Public Sector Undertakings (IOC, ONGC, BSNL, etc)
3. Indian Company
4. MNC
5. Self Employed

First choice

Organization Choice	overall	males	females	rank1	rank2
Government Department	17	17	12	22	16
Public Sector Undertaking	31	31	29	24	31
Indian Company	29	29	33	31	29
Multinational Corporation	17	17	21	20	17
Self Employed	6	6	5	2	7

Cumulative(Top 3 Choices)

Organization Choice	overall	males	females	rank1	rank2
Government Department	66	65	68	64	66
Public Sector Undertaking	80	79	86	87	79
Indian Company	64	65	63	63	64
Multinational Corporation	78	79	72	79	78
Self Employed	12	12	11	7	13

Cumulative Table-for Overall Above

The MNCs clearly rule the roost with almost 45% students selecting it as their top choice and around 80% selecting it in one of their top 3 choices. Around 31% students select the government departments as the top choice, but strangely its cumulative preference adds up only to 65%. On the contrary, the PSUs were cited as the top choice only by around 12% students, but its cumulative in the top 3 choices added up to around 80%. Similarly, the Indian companies are selected as the top choice by a meager 8%, but clock an impressive 63% in the cumulative tally. The reason for such trends is found after a closer analysis. It was seen that around three-fourth of those, who selected govt. department as their first choice, chose PSUs as their second choice, but vice versa was true only for around half of the students. Evidently, those choosing a govt. department as their first priority showed much more inclination towards sticking to a government job even in the second choice. This happened in the case of those selecting PSUs as their top priority too, but there was an equally divergent stream that chose to stick to the industry by selecting either of the 'Indian company' or MNC as their 2nd choice. It may be interesting to compare the two divergent factors.

We have tried to identify those set of students who have a sure mindset whether to work in a private/government job. Those who selected only the 1st and the 2nd choices in their

top 2 choices were deemed to be strictly for a government job, whereas those who chose only 3rd and 4th were regarded as only interested in the private sector.

Just the first choice

Organization Choice	<i>overall</i>	<i>males</i>	<i>females</i>	<i>rank1</i>	<i>rank2</i>
<i>Public</i>	48	48	41	46	47
<i>Private</i>	46	46	54	51	46

Yet to Private Vs Public Sector Graph

Hence around 29% of the students are strictly for a government job, and this is one of the reasons for a very high cumulative standing of PSUs after a slow start. An equally strong 26% seem to be only interested in a private sector job, and amongst these, those who selected MNCs as their first choice chose ‘Indian companies’ as the second choice, contributing to its cumulative growth.

It may be equally interesting to compare the other divergent factor, which is how many people wish to stick to the industry. It was found that a significant one-fourth of the students selected only the 2nd, 3rd and 4th choices in their top 3 choices, relegating the govt. department and self-employed options to either of the last 2 choices. This lot may be regarded as strictly for an industrial job, and hence the spurt of the PSUs and the Indian companies in the cumulative standings. Both these sectors have a high cumulative standing despite chosen by very few as the first choice because of contribution from both of the above-mentioned factors. Whereas, the government departments, despite a very good start couldn’t notch up a higher cumulative tally as the second factor worked against them.

Vis-à-vis Gender

The top choice analysis with respect to the gender reflects that MNCs and government department continue to be the top 2 choices across both the genders. However, there is a noteworthy variation in their proportioning. Around 36% of women select govt. departments as their top choice, around 6 % more than want men do. The trend reverses in case of MNCs, which are the topmost priority of around 46% men as compared to 40% for women. These 2 factors cancel each other out, and there are no significant differences in the percentages across other choices.

First Choice Table Above--Gender

In the cumulative graph, in addition to the above variations, similar differences crop up in the choice of PSUs and Indian companies too. The trend reinforces the belief that the public sector finds more of a favour amongst female students as compared to their male counterparts. The opposite is true for the private sector, with a larger ratio of men opting for it as compared to women.

Cumulative Table Above--Gender

Palpably, the female students show a greater affinity towards the job security provided by the government jobs. On the other hands their male counterparts seem much more enthusiastic about the higher pay packages and a better growth curve provided by the private sector in general, and MNCs in particular.

Vis-à-vis ‘Rank of the College’

An interesting trend emerges when one compares the top choice of the students across various colleges. Those opting for the private sector are almost identical in their response with almost the same ratios opting for MNCs and Indian Companies. But, amongst those who opt for the government sector, there is a clear preference for the PSUs in the first tier colleges, whereas the government departments are preferred more in the second tier colleges. The degree of variation is as high as 15%.

Table Above--Rank

This significant variation may be attributed to a much higher preference to go for an industrial job in the first tier colleges. Another noteworthy point is that there is absolutely no one in the first tier colleges, who is looking forward to be self-employed on a top priority.

A cumulative of the first 3 choices mellows down the above variations significantly, except in the case of PSUs, which have a higher cumulative ranking in the top-tier colleges by a margin of 10%.

Cumulative Table Above--Rank

It may be interesting to compare the preferences for a public/private sector job. On using the same techniques, which had been adopted above it is found that the bulk of the variation is in the top-tier colleges, where there are almost 32% students who are strictly for a government job as compared to 18% for a private sector job. These opposite preferences are more or less the same in the second tier colleges.

Yet to be done--Public Vs Private Graph

HR Insight

Evidently, across all trends, MNCs are the most preferred choice of the student community. But, others need not be disheartened. There is clearly a market for all kinds of jobs, and the variations across the gender and rank of the college have been outlined above. A recruiter may benefit by going for the segment, which is seeking it the most.

There are segments with a defined mindset. For example, around a quarter each of the students is strictly for a private or a public sector job. Similarly, a quarter of the students only wish to work in the industry. These figures vary across both the genders and across colleges. Keeping in mind these nuances may help a recruiter target the ideal set of students for the particular job it is offering.

Choice of Function

Students were asked to rank the functions in an organization, choices being:

1. Technical
2. Marketing
3. Research And Development
4. Consulting
5. Others (Finance , HR etc).

First choice

Function	overall	males	females	rank1	rank2	
Technical	73	73	76	60	74	
Marketing	7	7	6	8	7	
R&D	16	16	13	21	15	
Consulting	2	2	2	7	2	
Others	2	2	3	4	2	
<i>Total</i>	<i>100</i>	<i>100</i>	<i>100</i>	<i>100</i>	<i>100</i>	

Cumulative (Top 3 Choices)

Function	overall	males	females	rank1	rank2	
Technical	96	96	94	93	96	
Marketing	52	54	46	52	52	
R&D	88	88	89	80	88	
Consulting	44	44	44	50	44	
Others	20	19	27	25	20	
<i>Total</i>	<i>300</i>	<i>300</i>	<i>300</i>	<i>300</i>	<i>300</i>	

Table-Above

Almost 72% students had technical functions as their top choice with a whopping 95% having technical function as their top 3 choices. Research and Development was the second most popular option with 87% having it in their top 3 choices though only 15% had opted for it as their first choice. The share of all other options was almost the same marketing being the most popular among them with 7.85% students opting for it. Consulting others scoring a measly 2.75%.

Vis-à-vis Gender

There was no variance in the top choices of men and women. Technical function was the most popular among the men and women alike. Research and development was second with around 15% students opting for it.

Table Above—Sex

The cumulative bar showed slight variations in the top 3 choices of males and females. Whereas the top two choices remained the same there were significant differences in other choices. Marketing was favored by a higher number of men almost 13% more, whereas the fairer sex preferred Finance and HR. Clearly the interests of the engineering graduate lie in technical functions irrespective of the gender.

Cumulative Table Above—Sex

Vis-à-vis ‘Rank of the College’

The trends for the students from different tiers conformed to the overall picture with very slight variations. Number of students preferring marketing was 5% more in tier two colleges. On the other hand there was a higher ratio of students opting R&D and consultancy in Tier- one colleges .

Table Above—Rank

The cumulative shows significant variations from the top choice bar. The number of students having R&D in their top 3 choices is almost 8 % more than the ones from first tier. This shift of pattern could be because the students from first tier colleges have envisaged a higher degree of interest in consultancy. Hence on the cumulative basis the growth of R&D as an option for first tier colleges is slightly less than tier two colleges.

Cumulative Table Above—Rank

HR Insight

The students have envisaged a very high degree of interest in technical functions . There is also a significant number of students whose inclinations lie in R&D and other activities like marketing, HR and finance. These colleges could be good hunting grounds not only for companies looking for engineers but also for R&D and marketing companies. After gaining the right kind of experience the students could pursue higher studies and specialize in their chosen field. Hiring students for 2 year period as trainee and would be a win – win situation for both the company and the student. The company gets a employee at reduced cost but who will stick for two years. The student will get on the job experience which will help him make his career choices in a better way and also improve his chances of getting admitted to a reputed institute for higher studies.

What Do They Prefer?

Larger Firm/Smaller Firm

The students were asked to outline their preferences with respect to the size of the firm. A huge majority of 85% would choose to work in a larger firm, if given a choice. Interestingly, this time round the variations were found vis-à-vis gender and not rank of the college. A notably larger ratio of female population (21%) marked their preference for a smaller firm, although an overwhelming majority amongst them was also in favour of a larger firm.

	Total	Male	Female	rank 1	rank 2
work in a larger firm	86	87	78	86	86
Work in a smaller firm	14	13	22	14	14
<i>Total</i>	<i>100</i>	<i>100</i>	<i>100</i>	<i>100</i>	<i>100</i>

Table Above—Sex

Money Factors

Percentage distribution across Monetary related factors for all those who would work for a larger firm

Work in larger firm

1st_choice	Total	Sex		rank	
		Male	Female	1	2
Pay Package	28	29	25	24	28
Promotion Prospects	23	23	23	37	21
No Bond	5	5	4	1	5
Job Security	34	33	42	32	34
Assis. for Higher Stu	10	10	6	5	10
Loan for Vehicles,etc	1	1	1	1	1
<i>Total</i>	<i>100</i>	<i>100</i>	<i>100</i>	<i>100</i>	<i>100</i>

Skill Factors

Percentage distribution across Work and Skill related factors for all those who would work for a larger firm

1st choice work related	Total	Sex		rank		
		Male	Female		1	2
company name	36	38	23	33	36	
skill enhancement	34	34	36	42	33	
job rotation	3	3	2	0	3	
job environment	15	14	26	16	15	
independence at work	9	9	9	9	9	
family pref.	3	3	4	0	3	
<i>Total</i>	<i>100</i>	<i>100</i>	<i>100</i>	<i>100</i>	<i>100</i>	

Small Firm

Monetary Factors

Percentage distribution across Monetary related factors for all those who would work for a smaller firm

Work in smaller firm

1st_choice	Total	Sex		rank	
		Male	Female	1	2
Pay Package	27	28	22	38	26
Promotion Prospects	15	17	5	19	14
No Bond	9	8	11	0	9
Job Security	35	31	51	13	38
Assis. for Higher Stu	14	15	11	31	13
Loan for Vehicles,etc	1	1	0	0	1

Skill Factors

Percentage distribution across Work and Skill related factors for all those who would work for a smaller firm

1st choice work related	Total	Sex		rank	
		Male	Female	1	2
company name	9	11	0	13	9
skill enhancement	51	53	42	38	53
job rotation	4	5	0	0	4
job environment	22	20	33	0	25
independence at work	12	11	17	50	7
family pref.	1	0	8	0	1

HR Insight

Size does matter, eventually. So, if you are a large, reputed firm, expect the students to apply in hordes. The smaller firms, on the other hand should make their job profiles more attractive. It was observed earlier that skill enhancement prospects clearly ranked over the company name in the students' minds. Hence, a smaller firm can attract talented people by selling the learning prospects of its jobs more aggressively.

Larger Team/Smaller Team

The students were given options between working in a large team and a small team. The distribution was more or less equitable with regard to the size of the team, overall, slightly tilted in the favour of a larger team. The male responses mirrored the overall responses. However, the female response showed a huge deviation from the overall trend. Almost 59% of the female students marked their preference for a smaller team.

	Total	Male	Female	rank 1	rank 2
Work in a larger team	51	53	41	52	51
Work in a smaller team	49	47	59	48	49

Graph--Sex

Cross Tabs

Work in large team

Percentage distribution across Monetary related factors for all those who would work for a larger team

work in larger team

1st_choice	Total	Sex		rank	
		Male	Female	1	2
Pay Package	29	30	26	22	30
Promotion Prospects	21	21	21	35	20
No Bond	4	4	3	2	4
Job Security	34	33	43	31	34
Assis. for Higher Stu	11	11	7	9	11
Loan for Vehicles,etc	1	1	0	2	1

Percentage distribution across Work and Skill related factors for all those who would work for a larger team

1st choice work related	Total	Sex		rank	
		Male	Female	1	2
company name	35	37	11	25	35
skill enhancement	33	32	46	38	33
job rotation	4	5	0	0	5
job environment	15	14	25	25	14
independence at work	10	9	14	13	9
family pref.	3	3	4	0	4

The trends were quite the same across various colleges, with the first-tier colleges reflecting an almost equitable distribution, while their counterparts in the second-tier colleges had a slightly higher preference for a larger team.

Graph--Rank

HR Insight

The above trends may be helpful to a firm, when it is assigning its recruited students to various teams. Vice-versa, a company may recruit students keeping in mind the teams it wishes to place them in

Income Profile

The engineers seem to be quite confident of performing well in their future jobs. The students were given an option between a higher initial pay package followed by slow growth over the years and a lower initial pay package followed by high, performance-based growth. A vast majority chose the latter.

Graph

A: Lower initial pay package, higher performance-linked growth.

B: Higher initial pay package, slow growth.

Once again, the male responses mirrored the overall trend. However, around 23% of female students outlined their desire of a higher starting pay package, even if the subsequent growth was lethargic.

Graph

Sex

Similarly, the trend for the second-tier colleges was almost identical to the overall inclination. Whereas, around a quarter of the students from the top-rung colleges wished to have a higher starting pay package, sacrificing on the growth prospects.

Graph

Rank

HR Insight

With minor variations, the student community is clearly in favour of a performance-linked compensation package, even if the starting pay is quite low. Hence, if a company is giving a low starting pay, it must highlight the growth chart in its job profiles, clearly outlining the performance-linked incentives.

Choice between a better job with 10% pay hike and the present job.

Students were asked if they were offered a better job with 10% hike how would the rank the following options after 6 months and after 2 years :

1. Take the new job.
2. Refuse the job.
3. Take the boss into confidence and ask him for the best course of action.

The trends from the bar shows that initially the number of students refusing to take up the new job is higher but drops by around 10% after 2 years. There is a significant number of students who want to take the new job and this number increases with time. The students who would take their boss into confidence steadily rose with time.

Graph

A probable reason for the trends as they are could be that initially students are not in a position to evaluate how good is the new job .Secondly switching jobs just after 6 months makes a negative impression about the loyalties of students .Hence a larger number would stick to their present jobs. On the other hand after 2 years students have gained better knowledge of the industry and a 2 year experience looks much better on C V .Hence there is a drop in the number of students refusing the new job.

Vis-à-vis Gender

The bar charts below show that just after 6 months men and woman show almost equal inclination to leave their present jobs .On the other hand woman show higher inclination to refuse the new job Vis-à-vis men.

Graph

Sex

Graph

After two years

After the trends for men conform to the overall picture, whereas for women there are stark variations. As can be seen from the graph the number of students refusing the new job has decreased, this decrease for the females is more drastic. On the other hand the number of females considering the new job and talking to their bosses for advice has increased manifold.

Vis-à-vis 'Rank of the College'

The trends for the respective ranks were quite different. After 6 months of joining ,students from first tier colleges showed higher willingness to stick to their jobs than the students from second tier colleges.

Graph

Rank 6months

Graph

Rank After 2 yrs

On the other hand trends after two years were just the reverse. The students from first tier colleges showed much higher willingness to take up the new job or talk to their boss about it. The number of students from second tier colleges willing to stick also reduced but they showed higher willingness to talk to their boss than just leave the company.

Dependence on time

Graph Loyalty

Almost 15% of the students responded that they would leave the company in 6 months but would refuse to take the new job after 2 years. On the other hand 16.2% of the students responded that would not leave the job in 6 months time but would take it after 2 years. Probably these students want to build on the experience they have gained in this organization.

What are Your Strengths?

Students were asked to rate themselves on the following parameters:

1. Marks.
2. Communication Skills.
3. Extra Curricular activities.
4. Computing ability.
5. Other technical abilities.

Student profiles

Students were asked to rate themselves on the following parameters :

1. Marks
2. Communication Skills
3. Extra curricular activities
4. Computing Skills
5. Other technical Abilities

Those who rated themselves 1 and 2 for a particular parameter were taken to be students having that parameter as their strengths. Then we have plotted the choice of organization on the basis of student's strengths.

the trends above show that students having strong academics prefer MNC's or GD's as their primary choice and PSU's as their second choice. This trend shows that students who are more academically gifted show inclination to go to either highly secure jobs or jobs in MNC's, which give performance, based appraisals.

Students who have good communication skills have shown very high preference for jobs in multi national companies. Their second preferences are towards PSU's. They have also shown interest in marketing based jobs more than others.

The trends for above bar show that students having good computing abilities envisage higher interest in multinational companies. This may be due to the booming services

sector in India, which has ample employment opportunities for the Indian youth. Secondly with the kind of reputation Indian software engineers enjoy, they can easily find software jobs with European and American companies.

Students who are having good technical skills tend to opt for multinational companies and government departments. Their second preferred destinations are public sector enterprises.

Public Sector vs. Private Sector

publicpvt	Percent	Sex		rank		
		Male	Female	1	2	
Public	28	27	34	26	28	
Private	25	26	17	17	25	
Others	48	47	48	57	47	
Total	100	100	100	100	100	

Earlier, some segments of students were identified, who were pretty firm about working in either the public sector or the private sector. An analysis of these segments was carried out vis-à-vis the monetary factors influencing a student’s employment decisions.

The choices were same as earlier:

1. Pay package & perks
2. Promotion prospects
3. Not having to sign a bond
4. Job security
5. Assistance for higher studies

Clearly, those firm on the public sector cherish the pay package (evidently the starting pay) and the job security much more than those who wished to be in the private sector. On the other hand, almost 31% of the students who were firm on the private sector chose ‘Promotion prospects’ as their top choice, which is huge in comparison to a meager 10% accounted by the students wishing to be in public sector. Also, the ratio of students with ‘assistance for higher education’ as their top-choice was significantly higher in case of ‘private-sector’ students.

A similar analysis was done vis-à-vis work and skill related factors influencing students’ employment decisions. The choices were:

1. Company name
2. Skill enhancement Prospects
3. Job rotation
4. Job environment
5. Independence at work

graph

Both segments are in close agreement with each other, except in the case of the first 2 choices. While, the 'public-sector' students attach top priority to the company name with almost 40% vouching for it, their 'private-sector' counterparts give the same importance to skill enhancement prospects.

The two segments were further compared vis-à-vis the PG degree they'd prefer to go for.
graph

The 'public-sector' students were hugely in favor of an M.Tech degree from within India with more than half of them opting for it. The 'private-sector' students, on the other hand, selected an MBA from India as their top choice. Further, it can be observed that the students keen to join the private sector are more likely to go abroad for either their masters or an MBA.

HR Insight

A student, who is pretty sure about his intentions to be in the public sector, looks forward to a good starting pay package coupled with job security. Lack of promotion incentives is hardly a deterrent for him. He attaches a great deal of importance to the company name (like HPCL, GAIL, ONGC, DRDO, etc.). And if he ever goes for higher studies, in all likelihood he'd opt for an M.Tech degree from India. In a nutshell, all the things a govt. job stands for.

In sharp contrast, a student intending to be in the private sector attaches the greatest priority to the 'promotion prospects'. Only after he is sure of a good growth chart, do the concerns of 'pay package' and 'job security' crop up. In the job, he is looking forward to enhance his skills on a top priority. And if he ever goes for higher studies, he is most likely to go for an MBA. Plus, he is just a wee bit more likely to go abroad for higher studies than his 'public-sector' counterpart.

Choice: if offered a new job after 6 months or 2 years with 10% pay hike .

graph graph

Students who have shown preference for private sector tend to be more loyal to their companies initially as compared to their public sector counterparts. On the other hand they tend to take up the new job after 2 years. This seems very likely, as these students would like to use their experience in good stead and in the absence of growth opportunities within the company they may look towards better jobs. The students who have opted for government sector don't get much affected by the time

Other Cross tabs

Look For a Job

Percentage distribution across Monetary related factors for all those who would look for a job

Look for a job	Overall	Male	Female	rank 1	rank 2	
Pay Package	28	29	25	25	29	29
Promotion Prospects	22	22	19	34	21	
No Bond	5	5	5	1	6	
Job Security	36	35	45	31	37	
Assis. for Higher Stu	8	9	6	8	8	
Loan for Vehicles,etc	0	0	0	1	0	

Percentage distribution across Work and Skill related factors for all those who would look for a job

1st choice work related	Total	Male	Female	rank 1	rank 2	
company name	32	34	19	29	32	
skill enhancement	38	38	34	42	37	
job rotation	3	3	2	0	3	
job environment	16	13	29	15	16	
independence at work	10	9	11	15	9	
family pref.	2	2	5	0	3	

Better income/ Monetary prospects in a job

Percentage distribution across Monetary related factors for all those who would look for better Income/Monetary prospects in a job

Better income/monetary prospects in a Job

1st_choice	Overall	Sex		rank		
		Male	Female	1	2	
Pay Package		43	43	42	55	43
Promotion Prospects		11	11	11	5	12
No Bond		5	6	2	5	5
Job Security		35	33	44	32	35
Assis. for Higher Stu		5	6	0	5	5
Loan for Vehicles,etc		1	1	0	0	1

Percentage distribution across Work and Skill related factors for all those who would look for better Income/Monetary prospects in a job

1st choice work related	Total	Sex		rank		
		Male	Female	1	2	
company name	44	46	29	33	45	
skill enhancement	29	28	29	33	28	
job rotation	5	4	6	0	5	
job environment	10	9	24	17	10	
independence at work	8	9	6	17	8	
family pref.	4	4	6	0	4	

Job in IT firm

Percentage distribution across Monetary related factors for all those who would look for job in an IT firm

Job in IT firm	Sex		Total	rank	
	Male	Female		1	2
1st_choice					
Pay Package		29	26	29	26 29
Promotion Prospects		21	20	21	36 20
No Bond		5	6	5	0 6
Job Security		34	42	35	26 36
Assis. for Higher Stu		10	6	10	9 10
Loan for Vehicles,etc		1	0	0	2 0

Percentage distribution across Work and Skill related factors for all those who would look for a job in an IT firm

1st choice work related	Total	Sex		rank	
		Male	Female	1	2
company name	32	33	22	36	31
skill enhancement	40	39	41	44	39
job rotation	3	4	0	0	3
job environment	15	13	29	4	16
independence at work	8	8	6	16	7
family pref.	3	3	2	0	3

Apply for further studies

Percentage distribution across Monetary related factors for all those who would apply for further studies

Apply for further studies	Total	Sex		rank	
		Male	Female	1	2
1st_choice					
Pay Package		25	26	22	38 25
Promotion Prospects		19	19	22	38 18
No Bond		5	5	0	0 5
Job Security		20	20	22	13 20
Assis. for Higher Stu		28	29	22	13 29
Loan for Vehicles,etc		3	2	11	0 3

Percentage distribution across Work and Skill related factors for all those who would apply for further studies

1st choice work related	Total	Sex		rank	
		Male	Female	1	2
company name	32	34	0	33	32
skill enhancement	27	24	100	33	27
job rotation	6	7	0	0	7
job environment	21	22	0	0	22
independence at work	10	10	0	33	8
family pref.	3	3	0	0	3

Better work and learning environment in a job

Percentage distribution across Monetary related factors for all those who would look for better work and learning environment in a job

Better work and learning environment in a job

1st_choice	Total	Sex		rank	
		Male	Female	1	2
Pay Package	21	22	19	19	22
Promotion Prospects	26	27	22	42	24
No Bond	5	5	6	0	6
Job Security	34	33	44	28	35
Assis. for Higher Stu	13	13	9	10	13
Loan for Vehicles,etc	1	1	1	1	1

Percentage distribution across Work and Skill related factors for all those who would look for better work and learning environment in a job

1st choice work related	Total	Sex		rank	
		Male	Female	1	2
company name	27	29	15	28	27
skill enhancement	40	40	40	44	39
job rotation	3	3	0	0	3
job environment	19	17	29	13	19
independence at work	10	10	13	15	9
family pref.	2	2	4	0	2

Work in a smaller firm

Percentage distribution across Monetary related factors for all those who would work for a smaller team

Work in smaller team

1st_choice	Total	Sex		rank	
		Male	Female	1	2
Pay Package	27	27	23	31	26
Promotion Prospects	22	23	18	33	21
No Bond	6	6	7	0	7
Job Security	35	33	44	27	35
Assis. for Higher Stu	10	11	7	8	10
Loan for Vehicles,etc	0	0	1	0	1

Percentage distribution across Work and Skill related factors for all those who would work for a smaller team

1st choice work related	Total	Sex		rank	
		Male	Female	1	2
company name	29	30	24	33	29
skill enhancement	40	42	30	44	40
job rotation	2	2	3	0	2
job environment	18	15	30	4	19

independence at work	9	10	8	19	8
family pref.	2	1	5	0	2

Job in non IT firm

Percentage distribution across Monetary related factors for all those who would look for job in a non IT firm

Job in non IT firm

	Total	Sex		rank	
		Male	Female	1	2
1st_choice					
Pay Package	27	28	20	26	27
Promotion Prospects	23	24	17	32	22
No Bond	5	5	2	2	5
Job Security	33	31	51	32	33
Assis. for Higher Stu	12	12	7	8	12
Loan for Vehicles,etc	1	1	2	0	1

Percentage distribution across Work and Skill related factors for all those who would look for a job in a non IT firm

1st choice work related	Total	Sex		rank	
		Male	Female	1	2
company name	33	35	7	23	35
skill enhancement	30	31	21	38	28
job rotation	4	3	7	0	4
job environment	18	18	21	23	17
independence at work	14	12	29	15	13
family pref.	2	1	14	0	2

	Total	Male	Female	rank1	rank2
Look for a Job	89	88	95	92	89
Apply for further studies	11	12	5	8	11

	Total	Sex		rank	
		Male	Female	1	2
Job in IT firm	67	65	77	53	68
Job in Non IT firm	33	35	23	47	32

Percentage across strengths and most preferred type of function

	Marks	Extra Activities	Communication Skills	Computing Ability	Other Abilities
Technical	31	7	25	27	16
Marketing	16	15	47	19	11
Research & Development	30	10	21	29	23
Consulting	24	7	38	14	10
Others (Finance, HR, etc.	15	26	52	11	7