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**Student Name: RUCHIKA GUPTA**

**Supervisor Name: PROF. (DR.) AMIRUL HASAN ANSARI**

**Name of Department: Department of Management Studies**

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**Factors in Predicting Employment of Management Graduates**

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### **Findings**

The findings from the thesis can be discussed through six objectives. In the first objective of studying the impact of perceived employability on employment outcomes, it was inferred that management graduates who perceive themselves as confident, aware and engaged in study tend to take less time. On the other hand, management graduates who perceive that their external environment (labour market, university brand and course credibility) is favourable in providing employment tend to take less time in choosing the right job that suits their needs and aspirations. Management graduates who perceive themselves as being employable both internally and external are found to gather better compensated job offers to choose from and choose a job that is more satisfying. Alternatively, those graduates who perceive that they are less likely to be placed might feel insecure and promptly accepts an offered job.

Further to suffice objective two which aims to study the impact of job search strategy on employment outcomes found that systematic job search leads to a satisfactory job. While focusing only on a select number of prospective employers, management graduates tend to limit their initial earnings. Also, using a wider network to gather job information and extensively exploring every job possibility tends to elongate the duration of getting placed but with comparatively higher starting salary and satisfaction with one's job. Moreover, hit and trial method of job searching leads to longer search duration.

For the third objective which proposes to study the impact of perceived employability on job search strategy found that self-confidence, market-awareness and academic engagement with study course lead graduates to be more proactive and systematically organize their job search, followed by exploratory job search. Besides, these graduates were less likely to engage in a

haphazard job search. Also, graduates who believe in themselves as well as in their external environment are motivated to explore every possible opportunity available.

While the fourth objective was to study the impact of an employment outcome on the subsequent employment outcome, it was found that graduates taking longer duration in getting placed are less likely to be fairly compensated. It might be possible that when graduates spend more time in job searching, they experience anxiety and job stress which might have compelled them to accept even a low paying job. Also, increased salary leading to reduced levels of job satisfaction cannot be asserted without debate. Adaptation-level theory explains why pay may not be a positive predictor of job satisfaction.

In the fifth objective job search strategy was assumed to have a mediating effect on the relationship between perceived employability and employment outcomes. It was found that focused job search would reduce the impact of internal perceived employability on placement time. It was a competitive mediation. Positive internal perception and focused strategy would reduce the placement time of a management graduate. While exploratory job search was found to magnify the impact of external perceived employability on placement time. It was a complementary mediation. Positive external perception and exploratory job search strategy would increase the placement time. Also, exploratory job search would increase the impact of external perceived employability on job satisfaction. It was a complementary mediation. Positive external perception and exploratory job search strategy would increase the job satisfaction.

The sixth objective to accurately predict the relative importance of employability factors on employment outcomes found that exploratory job search strategy, haphazard job search strategy and external perceived employability were influential predictors of placement time (the greatest being first in order). Similarly, external perceived employability, internal perceived employability and placement time were influential predictors of starting salary, and focused job search strategy exploratory job search strategy and internal perceived employability were influential predictors of job satisfaction. In the study, the hypotheses that were not supported were further justified based on the previous studies with similar results.