

## CHARACTERISTICS OF SEGMENTS ACCORDING TO THE PREFERENCE SYSTEM FOR JOB SELECTION, OPPORTUNITIES FOR EFFECTIVE INCENTIVES IN EMPLOYEE GROUPS

Mónika Garai-Fodor<sup>1</sup>, László Vasa<sup>2</sup> and Katalin Jäckel<sup>3</sup>

<sup>1</sup> Óbuda University Keleti Károly Faculty of Business and Management, Hungary

<sup>2</sup> Széchenyi István University Faculty of Economics, Hungary

<sup>3</sup> Faculty of International Management and Business, Budapest Business School, Budapest, Hungary

Received: 20 November 2022;

Accepted: 29 March 2023;

Available online: 11 July 2023.

*Original scientific paper*

**Abstract:** *In addition to economic challenges, employers are also facing a growing generation gap. Generations that are significantly different in terms of values, mindsets and preferences need to be effectively managed in a workplace, which requires complex solutions. In this paper we present sub results of our primary research. In a quantitative procedure, we conducted a pre-tested standardized questionnaire online survey with random sample making method, resulting in 1146 evaluable questionnaires. Descriptive statistics to evaluate the results presented in this study. Descriptive statistics, bivariate and multivariate analyses were applied to process the quantitative results, to test the hypotheses put forward. The main focus of our research is to investigate the factors that influence employees' choice of jobs, and we analyzed the structure of their preference system. As a result of the research, we were able to identify distinct clusters according to the preference system of job selection. In the context of the resulting segments, we also analyzed which motivational tools could be most effective in encouraging higher performance. We believe that our research has useful implications for practice, by highlighting how to differentiate the pool of employees in terms of job choice and how to apply effective incentives to a specific segment.*

**Keywords:** *Preference system for job selection, motivation, k-means segmentation.*

\* Corresponding author.

[fodor.monika@kgk.uni-obuda.hu](mailto:fodor.monika@kgk.uni-obuda.hu) (M. Fodor), [laszlo.vasa@ifat.hu](mailto:laszlo.vasa@ifat.hu) (L. Vasa), [katalin.jackel@uni-bge.hu](mailto:katalin.jackel@uni-bge.hu) (K. Jäckel)

## 1. Introduction

### 1.1 Decision theories from the perspective of career choice

One of the major theoretical pillars of the study is based on the early career choice theories derived from economic theories (Edwards, 1954; Gati, 1986; Gelatt, 1962). The fundamental concept underpinning economic decision making models is that consumer decisions, like those regarding career choice, are always driven by the desire to maximize profit and customer wealth. They all share the assumption that people behave rationally and make rational economic decisions with the goal of maximization of pleasure, utility, and wealth (Edwards, 1954; Simon, 1979). Models on early career decision making relate the rational behaviour of individuals to the maximisation of positive utility while minimising negative utility. The "Sequential Elimination Model" (SEM) and the "Expected Utility Model" (EUM) developed by Gati (1986) are two career decision models based on the above principles.

Both models call for the decision-maker to identify and prioritise all the relevant aspects being considered while making the career choice. Additionally, the EUM also stipulates the weighting of relevant aspects in order of importance, and assumes that the total utility of the different career options can be quantified, that positive and negative utilities can be added and subtracted, and that the utility of the career options can therefore be maximised using complex mathematical formulae (Gati, 1986). The shortcomings of early career choice models that assumed rational decision making were later recognised, with an emphasis on individual traits, preferences and the importance of individual attitudes in making career choice decisions (Gelatt, 1989). These theories have already pointed out the limitations of fully rational career choice models, emphasizing that it is not feasible to precisely define acceptable ranges, weight and evaluate all relevant aspects, estimate the probability of success, since it is not possible to consider all aspects relevant to the career choice, or obtain and process all relevant information. Not to mention the often-changing conditions in the employer selection process, which also make the possibility of rational decision-making uncertain (Samuelson, 1937, 1947; Samuelson & Nordhaus, 2004).

A number of blended career decision-making models have emerged as a result of other decision-making models and theories, including those that emphasize the complexity of the process: the "Dual Processing Theory" (DPT) (Chaiken & Trope, 1999; Deutsch & Strack, 2006; Evans, 2011; Strack & Deutsch, 2004), the "Interactive Model of Career Decision Making" (Amundson, 1995) and the "Careership" model (Hodkinson & Sparkes, 1997).

According to the Dual Processing Theory (DPT), human decisions are governed by a combination of rational and emotional processes, which interact with each other.

In addition, it is crucial to include the beliefs, individual preferences, values and attitudes of the individual who makes the decision, which also determine the degree to which the decision will be rational or emotional (Deutsch & Strack, 2006; Harman, 1981; Strack et al., 2006; Strack & Deutsch, 2004). Schein's "career anchor model," (Schein, 1974) which analyses and examines human motivation as a holistic model and its impact on the career decision-making process, highlights the significance of individual motivation by differentiating eight different career anchors.

Models that emphasize the importance of contingencies also highlight the limitations of rational career decision-making (Mitchell et al., 1999). These models claim that to varying degrees (Betáková et al., 2021; Betsworth & Hansen, 1996; Hart et al., 1971; Kakar et al., 2021; Williams et al., 1998), random events have an impact on people's career choices. As a result, some models, such as the "integrated career

Characteristics of segments according to the preference system for job selection...

decision model," question whether fully rational career decisions are even possible. This is explained by the fact that choosing a career involves both planned and unforeseen circumstances (Cabral & Salomone, 1990).

The process of choosing a job is complicated and the outcome of decisions made under the combined effect of numerous factors, as demonstrated by the diverse models of career choice. An examination of all the dimensions defined by these decision models would be far beyond the limits of our primary research. It is also important to emphasise that a contemporary interpretation of career guidance is therefore not a one-off event, where the individual makes a final decision on their career, but rather an activity that is constantly ongoing throughout their lives and accompanies them throughout their lives (Jarvis, 2000; Kenderfi, 2012; Watts, 2000; Xantus, 1983).

We used the idea of the "Careership" model from Hodkinson and Sparkles namely the section that deals with career choices, to conceptualize our primary research. As a starting point, we have also taken the system of models that emphasise the decisive role of an individual's life cycle in the process of career choice (Super, 1980). In order to deepen the conceptualization of our core research, we have extended the life cycle and life career concepts to the idea of generational marketing, focusing on generation-specific traits rather than individual life cycles. The reason for this is that, in our opinion, generational traits, the generation as a target group, is a more complicated category, closely associated with individual values and mindsets, which we believe is a key factor in the development of targeted employer branding strategies.

### **1.2. The role of EB in the process of influencing job choice**

Economists have long been interested in the background of career choice decisions, and many theories have been developed to describe the behaviour of individuals.

The term 'employer branding' has become particularly important in the short time since its introduction in 1996. The majority of companies invest considerable resources in employer branding campaigns, indicating that it is considered a valuable practice (Backhaus & Tikoo, 2004). Employer branding is generally considered to be the responsibility of the organisation's human resource (HR) function, although there is a growing trend for this role to be managed by multidisciplinary teams of marketing, communications and HR staff (Egerová et al., 2021; Minchington, 2009). In recent times, companies have had to deal with many crises, such as the problems caused by COVID-19, the Russian-Ukrainian war and the economic crisis, the impact of which is still being felt today. Companies around the world face an unprecedented number of challenges and uncertainties, such as ensuring business continuity and the safety of all employees.

A number of studies have sought to identify the relevant factors of employer branding in order to help HR professionals. Some research has specifically called attention to the conscious development of organisational culture, emphasising the paramount value and role of the individual responsible for culture development, i.e. human resources (Easa & Bazzi, 2020; Filep, 2019; Špoljarić & Ozretić Došen, 2023).

Likewise, the importance of individual factors is emphasised in the research that highlights aspects of talent management, talent acquisition and retention in the context of employer branding. In the war for talent, it is important not only to consciously shape the organisational culture but also to adequately apply the relevant tools of talent management. (Alves et al., 2020; Liu et al., 2021; Sandeepanie et al., 2023)(Monteiro et al., 2020; Reis et al., 2021). While employer branding may not seem like an immediate priority on which to devote resources, it is in fact the moment when organisations must step up to respect, protect and even enhance their reputation in

front of internal and external audiences (Denys, 2020). In such situations, it is crucial for the company to create an employer branding strategy that not only allows it to retain its employees, but also to make the company attractive to potential candidates. Even in cases of smart city development projects this can be underlined (Čorejová et al., 2021). So why is it good for a company to have a well-functioning employer branding strategy? First and foremost, it helps to create an impression - an impression that may not even be very conscious. Internal branding explicitly links the everyday lives of people in the workplace to the long-term, 'big-picture' success of the brand (Bergstrom et al., 2002). The concept of internal marketing argues that employees are the internal customers of the company and that workplaces are internal products. In order to have satisfied customers, the organisation must first have satisfied employees (George, 1977, 1990). In addition, companies with a strong employer brand can potentially reduce their costs of employee acquisition, improve employee relations, increase employee retention and even offer lower salaries to similar employees than companies with a weaker employer brand (Ritson, 2002).

Around the world, research is being carried out into what influences applicants' career decisions - what is the basis on which they choose a company? It is important for organisations to understand what attracts job seekers to an organisation. Organisational attractiveness is "the perceived benefits that a potential employee sees in working for a particular organisation" (Berthon et al., 2005) i.e., perceived economic value, interest value, social value, development value, and employment value (Jiang & Iles, 2011). Previous studies have shown that companies need to implement an image that reflects their goals, i.e., the external and internal aspects of the brand need to match, but there has been a lack of international perspective on employer branding.

A survey of engineering students in China, India, Germany and Hungary found that the impact of some aspects of employer image (e.g., attractiveness of tasks) varies across countries, while other aspects of employer image, such as perceived career opportunities and workplace climate, have a stable impact on students' intention to apply. There is therefore scope for a global employer positioning approach (Baum, 2013). Although there are global trends in employer branding surveys, research may show different results for regions, countries or individual firms. The results of analyses conducted by Kocaeli University in Turkey showed significant differences in perceived importance levels of employer attractiveness dimensions by gender of respondents, but no marked differences by age or current employment status (Alnaçık & Alnaçık, 2012). However, some peculiarities in gender perception of the employer value proposition are obtained in more recent studies conducted during the pandemic period. Particularly, the typical features of gender differences is higher value of safety in the workplace for women, and opportunities for personal development for men (Samoliuk et al., 2022).

It is no coincidence that researchers ask the question: within a country, does an individual's current employment status, gender and age matter when assessing the attractiveness of an employer?

In Sri Lanka, a survey of undergraduate and postgraduate students examined the extent to which the two sample groups were attracted or unattracted to the employer characteristic. The result was that there was little difference between Sri Lankan graduate students and more experienced workers in their perception of the attributes that make them attractive to an employer. This may be related to social and cultural factors, the nature of the local labour market or the local organisational environment (Arachchige & Robertson, 2013). Regarding the internal environment, some differences in employer brand perception and its attractiveness are linked also with the size of enterprises (Bite & Konczos-Szombathelyi, 2020) as well as interpersonal

Characteristics of segments according to the preference system for job selection... relations, particularly, in case of employment in family enterprises (Jurásek et al., 2021).

Another study has looked at the dimensions of attractiveness identification in employer branding, again with age and gender being the most notable. The conclusions drawn from this research are as follows. Female respondents gave higher importance to the dimensions of social value, market value, application value and collaborative value compared to male respondents. There was a statistically significant positive (but weak) correlation between the age of respondents and the perceived importance of the market value dimension (Almıacık & Almıacık, 2012; Tjahjanto et al., 2023). Based on the above studies, we can conclude that although the theory of employer branding is known to all, it is worth taking into account the different characteristics that may arise in each case in order to achieve the objectives.

Employer branding can have multiple applications and can therefore be used not only to brand companies but also, for example, educational institutions. A Lithuanian study conducted research in 19 higher education institutions in Lithuania and measured the organisational attractiveness of higher education institutions. The results show that academic work is predominantly attracted by interesting, intellectually challenging work, attentive mentoring, and good relationships. This study, however, confirms the findings of previous research that higher education institutions face declining salaries, increasing workload and job stress, and a deepening culture of mistrust (Bendaraviciene et al., 2013).

The most recent KPMG Future of HR 2023 survey published in March showed that while in the past most organisations and their HR areas typically planned ahead to 2030, since the covid it is now only 2025 - smaller steps, greater agility and room for manoeuvre to change plans if necessary.

Senior managers were also asked about the challenges they are currently facing and are likely to face in three years' time. Sixty-one percent of respondents felt that external labour market influences would require changes to the value proposition of their workforce. Half of respondents cited company culture as the most important component of the value proposition for attracting, developing and retaining talent, almost as many mentioned corporate values and purpose, and 33-34% listed fair pay and flexible working as the most important.

Six key areas were identified from the responses of the 300 senior HR managers surveyed (Portfolio.hu, 2023):

- 1 Strategic thinking: pioneers are developing increasingly cost-effective and efficient HR functions, it is important to reach out to all departments, support decision making with analysis - embedded in all functions and senior management, demonstrating the value of the function.
- 2 Frictionless integration of digital technologies. Thirty-nine percent of respondents consider the automation of HR processes as one of the key, focal point. The same proportion think it is a priority to introduce digital technology into HR beyond the basic HR record-keeping system. It is clear that employees will not tolerate old systems and processes in a competitive environment. Thus, everything that HR offers must be high quality, seamless, customised and data-driven. Pioneers are going beyond the introduction of the necessary technology, including by facilitating teleworking, and are leveraging digital technology to create a frictionless, motivating work environment. This then enables processes such as learning on the job.
- 3 Employee well-being: Eighty-five percent of senior managers agree that in the past two-three years employee health and well-being are becoming more

important for the organisation. Employees want more and better support in this area this year. This is particularly true for the younger generation.

- 4 Focusing on ESG (environmental, social, governance): the HR function has a major role to play in shaping corporate culture, and therefore also influences how employees relate to the company's ESG commitments. Pioneers are prioritising the achievement of ESG targets and are also mobilising their teams towards a zero emissions strategy. This has a positive impact on customer experience and permeates all parts of the organisation.
- 5 Developing a market for talent: One of the key findings of the research is that the skills required in fast-changing organisations and the shortage of staff will require a rethink of the classic perception that the job-to-job application of people will be partly replaced by an environment that matches skills to tasks. Pioneers are therefore reorganising the allocation of skills across the organisation to keep talent on the move. They are experimenting with a talent market, combining employee data, business analysis and forecasting. Even in the most innovative areas of HR, the talent base is only just emerging.
- 6 Developing human resource analytics: Pioneers are already moving beyond tracking performance indicators and building dashboards. Instead, they are answering business questions by applying relationship analytics, the science of human networks. This creates a value chain that takes HR analysts from asking the right questions to meaningful analysis and action. Today, they have developed a comprehensive capability that moves from propositions to discovering correlations to actions that support strategy, engagement, employee retention and career opportunities.

In summary, the need for employer branding should be recognised by all companies, as it is not just an internal marketing gimmick, a good employer strategy can also send a message to potential employees that will win their approval.

## 2. Material and method

The focus of our primary research is to analyse job selection preferences and employees' perceptions of motivational tools to encourage better performance. The aim of our primary research is to demonstrate that the job selection preference system can be used as a segmentation criterion among Generation Z employees, which can provide practical help in defining a target group-specific toolkit for employer branding. The importance of the research lies precisely in this practical and usable result: the results of the research provide relevant information for the development of strategic milestones for employer branding and, above all, for the differentiated management of the target groups of employer branding.

Our primary research was conducted in three stages. The first two phases were qualitative, preliminary research, the third, quantitative data collection.

Qualitative procedures were used as pre-research, to test and refine the research tool for quantitative data collection.

In the first phase of the qualitative research, we interviewed employers using a semi-structured interview schedule with the aim of obtaining employers' views in relation to our research questions.

Our main objective was to find out how employers perceive employee expectations and job choice preferences, to find out what adequate responses employers make in order to find and retain the right employee.

Characteristics of segments according to the preference system for job selection...

Subjects were recruited through an arbitrary sample of HR professionals from medium and large companies. Company profile was not a factor in the selection process, so manufacturing, production and trading companies were included in the sample. A total of 10 expert opinions were collected during the employee interviews.

The main topics covered by the expert interviews were labor market challenges, expectations and preferences of potential employees, motivational factors, and dealing with generational challenges.

In parallel to the first phase, the second qualitative process was carried out in the form of mini focus group interviews with employees. Our main objective was to find out about Generation Z's expectations and perceptions of job choice.

In total, we conducted twenty mini focus group interviews with employees, each consisting of four participants. The subjects were selected using a snowball method. Each group was homogeneous in terms of age of the workers (Generation Z), but heterogeneous in terms of gender, education, and occupation.

In this case, too, a semi-structured interview guide was used as a research tool, with the main topics like job choice preferences, expectations, factors for a successful career, methods to encourage higher performance, employee loyalty, generational challenges.

In the qualitative procedures, the results were evaluated using a traditional content analysis method.

In this paper, we aim to present the results of the quantitative research part based on the conclusions of the qualitative phases without detailing the preliminary research findings.

In the third phase, quantitative data collection was carried out among the domestic Generation Z using a snowball sampling procedure. A pre-tested, standardized online questionnaire survey was used, resulting in 1098 scored questionnaires.

The topics of the questionnaire were similar to those of the qualitative phases: job choice preferences, employee perceptions of motivational tools, generational challenges, perceptions of good and bad employers and successful careers.

To finalise the questionnaire response alternatives, the conclusions of the qualitative phases were used alongside relevant literature.

The questionnaire typically used closed questions, with three open questions in the form of free association. Among the closed questions, both nominal (single- and multiple-choice selective, dichotomous questions) and metric level questions (Likert and semantic differential scales) were used.

Scale questions were asked on a scale of 1 to 4. One reason for this is the individual scale preference of Hungarian respondents: due to the school grading system, our Hungarian respondents are most stable in interpreting the scale up to five grades as opposed to scales 1-7, 1-9 or 1-10. The even scale was chosen because the middle value (3) for the odd (1-5) scale is an escape route for respondents and the presence and possible overrepresentation of "indifferent" consumers choosing the middle value complicates the segmentation process from both a statistical and a professional point of view. Therefore, we opted for an even scale, which by excluding the middle value, leads the respondent to take a more rigorous stance, thus contributing more to the successful conduct of segmentation

In this paper, we focus on presenting the partial results of the quantitative phase, aiming to analyse employee perceptions of job choice preference and motivational tools to encourage better performance.

In our quantitative research phase, we aimed to test the following two hypotheses:

Job choice preference can be used as a segmentation criterion among Generation Z workers (H1).

Motivational tools that encourage better performance are associated with job choice preference (H2).

The main hypotheses of the study are based on the conclusions of the secondary data analyses and our own previous empirical experience.

Descriptive statistics, bivariate and multivariate analyses were used to process the quantitative results and test the hypotheses using SPSS 26.0 software. In the first step of segmentation by job choice preference, factor analysis was performed on the elements of the preference system, in which the final factor structure was decided based on KMO value, total variance value and occupational explicability. The procedure involved Principal Component Analysis and varimax rotation.

For segmentation, we used K-means clustering procedure, which is a statistically appropriate method due to the sample size of more than 1,000 sample elements.

In the present study, in addition to the results of factor and cluster analysis, Pearson's Chi-square significance values were used to establish statistical correlations for the characterization of segments in the case of nominal measurement levels, while the absolute values of the Adjusted Standardized Residual (Adj.R) were used to establish and analyse internal correlations.

To examine the correlation between the nominal and metric scale scores, the analysis of variance method was used, including the one-way ANOVA method for comparing multiple sample means. The mean of a metric dependent variable was compared between more than two groups. The post-hoc test was used to determine which pairs of groups were significantly different. In doing so, significance values were used to determine the existence of correlations ( $\text{sig} \leq 0.05$ ). Internal correlations were analysed along the comparison of group means using the F-statistic, i.e., the coefficient of variance of the means within samples. In the correlation tests described in this study, where the significance value according to the ANOVA table was below 0.05, it was confirmed that there is a correlation between age group, generation and the variable under study.

### **3. Results and discussion**

For the first time, we investigated the possibility of using job preference as a segmentation criterion. In addition to taking into account the system of factors influencing job choice defined in the literature, we used the factor structure validated on the Hungarian sample in our previous research to examine the job choice preference system when compiling the questionnaire. We also used the conclusions of our qualitative research to develop the exact factors of the preference system.

As a first step in the segmentation process, we conducted a factor analysis of the job choice preference system. As a result of several tests, the eight-factor structure provided the best explained solution from both a statistical and a professional point of view (Table 1.).

The factors that emphasised the benefits of working in a team, in addition to the opportunities for knowledge and competence development, were included in the development and team spirit factor.

In the reputation and dynamism factor, national fame is the decisive factor, it is important that the employer is a company with a large number of employees and that young people make up the majority of the workforce.

In the tolerance and responsibility factor, the company's inclusive and accepting mentality and management style were the decisive factors, along with corporate social responsibility, which expresses corporate values. Flexible working hours and a



Characteristics of segments according to the preference system for job selection... modern working environment are also signs of the company's tolerant, flexible-minded spirit.

The international careers and other extras factor included working abroad and language learning, as well as opportunities for convenience, such as sporting activities and the provision of additional extras.

Creativity and dynamism were the group of factors that included varied and creative work tasks

The stability and reputation factor is a set of criteria including a stable financial background and a good reputation.

Work life balance includes factors that emphasise the importance of work-life balance.

The financial benefits factor is dominated by the prioritisation of material benefits and elements linked to wages.

**Table 1.** Factor structure of job choice criteria

	Factors of job choice criteria							
	develo- pment and team spirit	reputa- tion and dynam- ism	tole- rance and respon- sibility	intern- ational career and other extras	create- vity	stabili- ty, reputa- tion	work- life balan- ce	financi- al bene- fits
Possibility of competence develop- ment training/ed- ucation in the company	0.697	0.154	0.212	0.209	0.092	0.048	0.000	0.006
Opportuniti- es for further training or further education	0.693	0.017	0.067	0.205	0.223	-0.024	-0.059	0.227
Transparent performan- ce appraisal and feedback in the company	0.626	0.218	-0.029	-0.143	0.129	0.184	0.134	0.150
A clearly understood career path model in the company	0.572	0.143	0.132	0.313	-0.064	0.085	0.148	0.112

The company's employer branding strategy should be visible	0.567	0.302	0.225	0.272	-0.093	0.175	0.060	0.006
Opportunities for professional development	0.470	-0.106	0.089	0.056	0.369	0.448	0.057	0.057
Opportunities for promotion within the company	0.466	-0.018	0.058	0.087	0.307	0.316	-0.036	0.252
Joint programmes and events	0.446	0.275	0.416	0.156	0.207	-0.074	0.008	-0.096
Good team spirit	0.375	-0.001	0.301	-0.043	0.309	0.178	0.300	-0.034
Be a nationally known company	0.146	0.727	0.186	0.154	0.010	0.140	-0.011	0.107
Employ a lot of people	0.128	0.688	0.095	0.113	0.043	0.137	-0.029	0.105
Be a Hungarian-owned company	0.133	0.676	-0.073	-0.037	0.046	-0.130	0.154	-0.029
Be a multinational company	0.093	0.629	0.069	0.360	-0.070	0.279	-0.079	0.029
A younger average age	0.033	0.558	0.221	0.065	0.221	0.041	0.131	0.065
The company should be accepting, inclusive	0.285	0.079	0.680	0.031	-0.008	0.240	0.131	-0.060
Flexible working hours	-0.031	0.167	0.590	0.162	0.276	0.020	-0.018	0.244
Modern working	0.191	0.229	0.527	0.108	0.105	0.053	0.076	0.320

Characteristics of segments according to the preference system for job selection...

environment									
The personality and style of the manager	0.263	0.004	0.462	-0.035	0.097	0.217	0.308	0.211	
The company should be socially responsible	0.300	0.305	0.364	0.102	0.165	0.034	0.306	-0.234	
Opportunities to work abroad	0.139	0.072	0.134	0.764	0.145	0.088	-0.111	0.023	
Be a foreign-owned company	0.013	0.426	-0.085	0.589	0.041	0.265	0.002	0.016	
Opportunities to use and develop foreign languages	0.430	0.088	0.124	0.557	0.080	0.109	0.131	-0.079	
Sports facilities in the company	0.270	0.275	0.025	0.495	0.068	-0.178	0.259	0.167	
Other benefits and allowances in addition to the basic salary	0.278	0.061	0.130	0.412	0.007	0.259	0.093	0.313	
Varied work assignments	0.119	0.069	0.127	0.132	0.854	0.020	0.074	0.061	
A creative job	0.175	0.134	0.126	0.045	0.800	-0.032	0.062	0.019	
Financial background of the company, market stability	0.085	0.029	0.136	0.146	-0.091	0.648	0.167	0.050	
Reputation and general image of the company	0.028	0.325	0.207	0.089	-0.023	0.539	0.065	-0.033	
Not to be employed through a	0.196	0.142	-0.074	0.050	0.142	0.427	-0.082	0.207	

recruitment agency, but to be employed by the company									
A good family/life balance should not be compromised	0.023	-0.014	0.170	0.010	0.133	0.049	0.643	0.051	
Predictable, fixed working time	0.127	0.246	-0.317	-0.040	-0.104	0.238	0.620	-0.013	
Distance of the place of work from my home	-0.009	0.038	0.321	0.140	0.030	-0.082	0.545	0.294	
A high salary	0.024	0.033	0.220	0.025	0.071	0.222	0.222	0.705	
Performance-related bonuses	0.408	0.168	0.017	0.054	0.014	-0.036	0.004	0.642	

Source: authors' own research, 2022. N= 1098. Factor analysis. Extraction Method: Principal Component Analysis. total variance 55.3; total variance 55.3; Rotation Method: Varimax with Kaiser Normalization; Rotation converged in 25 iterations.

We then implemented a K-means clustering procedure for the factor groups (Table 2). As a result, 6 significantly (sig=0.000) distinct employee target groups were identified (H1 confirmed)

Dynamic employees seeking an international career include employees for whom, in addition to the possibility of working abroad and learning a language, it is also important to work for a well-known employer with many employees. In addition, they prefer a creative working environment and a variety of work tasks.

Workers without a preference, for whom the job choice criteria are still immature, did not rate any factor higher than the other clusters.

For workers who prefer financial rewards, a high salary, and the possibility of a bonus are the primary criteria when considering a job opportunity.

An employee looking for stability is someone for whom it is important to be able to work for a company with a stable financial background and a good reputation.

A team member looking to develop is looking for the opportunities for progression that the job offers. They want to progress in a workplace, develop themselves, see a transparent career path and, finally, work in a good team.

An employee who seeks balance prefers companies where work-life balance is guaranteed. It is important for him that his employer is a leader in social responsibility and creates an accepting and tolerant atmosphere for its employees.

**Table 2.** Groups of employees based on a preference system for job choice

Groups of employees based on a preference system for job choice						
Job selection criteria	employee looking for multicultural surroundings N=204	uncertain career starters N=144	income-oriented employees N=118	stability-seeking employees N=206	purposeful team players N=258	responsible employees seeking work-life balance N=168
development and team spirit factor	0.28153	-0.39887	0.35600	-0.04544	0.70497	-1.27693
reputation and dynamism factor	0.80478	0.57108	-0.66167	-0.03913	-0.42920	-0.29488
tolerance and responsibility	0.19334	-0.56606	-0.68154	0.20525	0.14488	0.25497
international opportunities, extras	0.92159	0.16555	-0.10286	-0.64890	-0.07995	-0.27028
creativity	0.33228	-0.49170	-1.25424	0.38141	-0.03786	0.12155
stability, reputation	0.25332	-1.18153	0.29695	0.53715	-0.04034	-0.10015
work life balance	0.29085	-0.41367	-0.43929	-0.99752	0.52636	0.72477
financial benefits	0.51533	-0.64059	0.98287	-0.06383	-0.70261	0.39025

Source: authors' own research, N=1098, K-means clustering

Age did not show a significant relationship with segment membership (Chi-square sig=0.211), but gender did (Chi-square sig=0.009). The analysis of the internal correlations (adjusted standardised residual term, Adj.R) showed that men were more represented than expected among the Income Oriented Workers (Table 3).

**Table 3.** Target groups by gender according to job choice preference system

Groups based in job choice preference / Gender	Clusters based on a preference system for job choice						Total
	employee looking for multicultural surroundings N=204	uncertain in career starters N=144	income-oriented employees N=118	stability-seeking employees N=206	purposeful team players N=258	responsible employees seeking work-life balance N=168	
% row	14.7%	16.8%	16.2%	18.3%	20.4%	13.6%	100.0%
Adjusted Residual	-1.7	1.8	3.0	-0.2	-1.2	-0.8	
% row	20.7%	11.2%	7.8%	19.0%	25.1%	16.2%	100.0%
Adjusted Residual	1.7	-1.8	-3.0	0.2	1.2	0.8	
% row	18,6%	13.1%	10.7%	18.8%	23.5%	15.3%	100.0%

Source: authors' own research, N=1098

To test our second hypothesis, we examined whether there is a significant correlation between belonging to a segment and the perception of motivational tools that encourage higher performance in the segments created by the job choice preference system. The analysis of variance showed that there actually was (sig<=0.05 for all factors tested).

The results indicate that employees who look for being part of a Multicultural environment are most motivated by greater autonomy to advance, career abroad to achieve greater and better performance in a job (Table 4). For them, the realisation of their own ideas is important and, of course, more free time is also sufficiently inspiring for higher performance.

The values approach of the Uncertain Career Starter is also reflected in the motivational tools: no factor is overrated compared to the other clusters.

The Income-oriented employee is most motivated by fringe benefits.

The Stability-seeking employee can be sufficiently motivated to perform better by the presence of a modern, creative working environment, which is also true for the Purposeful team player, who can be further motivated by the presence of a good team spirit.

The Life-work balance seeker expects higher pay and more time off in exchange for higher performance.

Characteristics of segments according to the preference system for job selection...

**Table 4.** Perceptions of motivational tools to encourage higher performance by segments according to job choice preference system

Tools to encourage better performance	Segments according to job choice preference system	Mean	Std. Deviation	sig
Higher pay	Employee preferring a multicultural environment N=204	3,98	0,139	
	Uncertain career starter N=144	3,67	0,671	
	Income-oriented worker N=118	3,88	0,419	
	Employee seeking stability N=103	3,77	0,425	
	Purposeful team player N=258	3,82	0,404	
	Responsible employee seeking life-work balance N=168	<b>3,90</b>	0,295	
	Total	3,84	0,418	0,000
Opportunities for advancement in the workplace	Employee seeking a multicultural environment N=204	<b>3,82</b>	0,408	
	Uncertain career starter N=144	3,57	0,668	
	Income-oriented employee N=118	3,71	0,493	
	Employee seeking stability N=103	3,77	0,425	
	Purposeful team player N=258	3,77	0,424	
	Responsible employee seeking life-work balance N=168	3,32	0,779	
	Total	3,68	0,557	0,000
Career opportunities abroad	Employee seeking a multicultural environment N=204	<b>3,57</b>	0,668	
	Uncertain career starter N=144	3,11	0,865	
	Income-oriented employee N=118	3,07	0,868	
	Employee seeking stability N=103	3,03	0,902	
	Purposeful team player N=258	3,10	0,900	0,000

	Responsible employee seeking life-work balance N=168	2,80	0,991	
	Total	3,13	0,896	
Greater autonomy in decision-making	Employee seeking a multicultural environment N=204	<b>3,62</b>	0,488	
	Uncertain career starter N=144	3,17	0,872	
	Income-oriented employee N=118	3,03	0,830	
	Employee seeking stability N=103	3,37	0,577	
	Purposeful team player N=258	3,32	0,684	
	Responsible employee seeking life-work balance N=168	3,12	0,701	
	Total	3,30	0,704	0,000
More free time, less work	Employee seeking a multicultural environment N=204	<b>3,66</b>	0,572	
	Uncertain career starter N=144	3,47	0,769	
	Income-oriented employee N=118	3,31	0,771	
	Employee seeking stability N=103	3,45	0,710	
	Purposeful team player N=258	3,53	0,613	
	Responsible employee seeking life-work balance N=168	<b>3,62</b>	0,579	
	Total	3,52	0,666	0,015
Opportunity to implement your own ideas	Employee seeking a multicultural environment N=204	<b>3,74</b>	0,486	
	Uncertain career starter N=144	3,39	0,797	
	Income-oriented employee N=118	3,03	0,909	
	Employee seeking stability N=103	3,62	0,579	
	Purposeful team player N=258	3,56	0,648	
	Responsible employee seeking life-work balance N=168	3,38	0,710	
	Total	3,50	0,701	0,000



Characteristics of segments according to the preference system for job selection...

Work well in a team	Employee seeking a multicultural environment N=204	3,78	0,519	
	Uncertain career starter N=144	3,58	0,707	
	Income-oriented employee N=118	3,25	0,863	
	Employee seeking stability N=103	3,76	0,474	
	Purposeful team player N=258	<b>3,81</b>	0,447	
	Responsible employee seeking life-work balance N=168	3,61	0,602	
	Total	3,68	0,605	0,000
Opportunity to participate in training and professional development courses	Employee seeking a multicultural environment N=204	<b>3,57</b>	0,605	
	Uncertain career starter N=144	3,14	0,793	
	Income-oriented employee N=118	3,08	0,772	
	Employee seeking stability N=103	3,15	0,785	
	Purposeful team player N=258	<b>3,30</b>	0,680	
	Responsible employee seeking life-work balance N=168	2,58	0,824	
	Total	3,17	0,791	0,000
Other fringe benefits (cafeteria)	Employee seeking a multicultural environment N=204	<b>3,80</b>	0,399	
	Uncertain career starter N=144	3,28	0,809	
	Income-oriented employee N=118	<b>3,47</b>	0,796	
	Employee seeking stability N=103	3,33	0,706	
	Purposeful team player N=258	3,42	0,726	
	Responsible employee seeking life-work balance N=168	3,38	0,743	
	Total	3,46	0,715	0,000
Modern, creative	Employee seeking a multicultural environment N=204	<b>3,83</b>	0,375	0,000

working environment	Uncertain career starter N=144	3,42	0,818
	Income-oriented employee N=118	3,19	0,861
	Employee seeking stability N=103	<b>3,53</b>	0,639
	Purposeful team player N=258	<b>3,53</b>	0,613
	Responsible employee seeking life-work balance N=168	3,43	0,749
	Total	3,52	0,687

#### 4. Conclusions

The main objective of the study is to understand the job selection preferences according to the value judgements of Generation Z. In addition, our aim was to find out which incentive motivational tools could be effective in motivating young Hungarian workers to perform better.

The research concept was based on economic decision theories and career choice models. We complemented the factors examined by these with an extended understanding of value orientation by including the generational aspect. Basically, the part of the "Careership" model on life course decisions was used as a starting point. However, we did not look at the life cycle, but extended it with the concept of generational marketing. As we believe that current consumer trends have been only partially addressed and investigated by the models we have implemented, our research approach is both incomplete in this area and generation-specific characteristics provide more targeted results in the analysis of current consumer trends in relation to career choice and job selection preference.

The main objective of the study is to understand the job choice preferences of Generation Z in light of their value perceptions. In addition, we aimed to find out which incentive motivational tools could be effective in motivating young Hungarian workers to perform better.

In the framework of this research, we were able to demonstrate that the job choice preference system can be used as a segmentation criterion among Generation Z workers. Six significantly distinguishable clusters could be defined (H1 confirmed): workers who prefer a multicultural environment, the possibility of working abroad and learning a language, in addition to a creative and diverse work environment. The group of Uncertain Career Starters, who, due to their immature values, do not yet have distinctive characteristics in terms of job choice criteria. The Income-Oriented workers who seek employers offering high salaries and bonus opportunities. Stability-seeking workers, for whom the employer's stable financial background and reputation are the most important factors when choosing a job, while for the Purposeful team player, the opportunities for development and good team spirit provided by the workplace are the main considerations. The Responsible Employee who wants a life-work balance prefers work opportunities that offer a good work-life balance, and it is important that their employer creates an accepting and tolerant atmosphere for their employees.

The research also demonstrated that job choice can be used to differentiate motivational tools that encourage higher performance, as there was a significant

Characteristics of segments according to the preference system for job selection... relationship between all the motivational factors studied and cluster membership (H2 confirmed).

In our view, segmenting and categorizing employees can assist organizations in deciding on the best positioning strategies and differentiating between HR and employer branding initiatives. The demonstration of the relationship between motivational tools and the preference system for job choice is also of practical importance for employers, as it shows the potential and importance of differentiation in the context of factors that reward higher performance and foster loyalty to the employer.

One limitation of our research is that the results are valid for the sample. We therefore plan to continue the research with an international sample - in particular Western European - in addition to the Z, Y and X generations, which would allow us to examine potential cultural differences, highlighting which generational characteristics are valid regardless of borders and which are more strongly influenced by cultural and subcultural aspects.

Employer brand building is a strategic task, so it should be seen as a planned and ongoing task structure. A number of the literature reviewed in this paper confirms that employer brand building is a complex task, requiring the harmonious alignment of interdependent and complementary elements, such as recruitment, employer loyalty building, talent management and organisational development.

In our view, it is important in the context of employer brand building to take into account that, like all brands, employer brands are built from within, so that activities and tasks aimed at internal target groups are as important as marketing, HR and brand building tools aimed at finding new employees. The results of the primary research presented in this study also highlight the importance of using target group differentiated tools in brand building. However, this requires a precise knowledge of both the current and the prospective employee's market, segmentation and criteria along which distinct target groups can be defined. Generational characteristics are thought to be one of these segmentation and criteria, but not the only type. It carries a well-defined value orientation that can be adequately applied in any phase of brand building, employer brand building. As a conclusion of our study, we also consider it important to emphasize that the basic consumer decision making and the associated influencing factors and the decision process itself can also provide a good basis for understanding the decision process of career choice or even job choice, which was also useful information for employer brand building. At the same time, it should be stressed that for each employer brand, the employer values and uniqueness that are the main determinants of an employer brand building strategy should be taken into account and should be communicated in a differentiated way in relation to the target groups that the employer considers relevant, because we believe that in many cases these differentiation tools are the key to a successful employer brand building management process.

**Author Contributions:** Conceptualization, M.G.F.,K.J and L.V; methodology M.G.F., K.J.; software, L.V and M.G.F.; validation, K.J.,M.G.F and L.V.; formal analysis, M.G.F. and K.J.; investigation, L.V., M.G.F. and K.J.; writing—original draft preparation, G.F.M and J.K.; writing—review and editing, M.G.F. and L.V.; visualization, L. V.; supervision, M.G.F. ; project administration, M.G.F. and L.V; funding acquisition, M.G.F. All authors have read and agreed to the published version of the manuscript.

**Funding:** This research received no external funding.

**Acknowledgments:** The authors would like to express their gratitude to the editors and anonymous reviewers for their helpful remarks and suggestions to improve this paper as well as the important guiding significance to our researches.

Data Availability Statement: Not Applicable.

**Conflicts of Interest:** The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

## References

- Almıaçık, E., & Almıaçık, Ü. (2012). Identifying Dimensions of Attractiveness in Employer Branding: Effects of Age, Gender, and Current Employment Status. *Procedia - Social and Behavioral Sciences*, 58, 1336–1343. <https://doi.org/10.1016/j.sbspro.2012.09.1117>
- Alves, P., Santos, V., Reis, I., Martinho, F., Martinho, D., Correia Sampaio, M., José Sousa, M., & Au-Yong-Oliveira, M. (2020). Strategic Talent Management: The Impact of Employer Branding on the Affective Commitment of Employees. *Sustainability*, 12(23), 9993. <https://doi.org/10.3390/su12239993>
- Amundson, N. E. (1995). An Interactive Model of Career Decision Making. *Journal of Employment Counseling*, 32(1), 11–21.
- Arachchige, J. H. B., & Robertson, A. (2013). Employer Attractiveness: Comparative Perceptions of Undergraduate and Postgraduate Students. *Sri Lankan Journal of Human Resource Management*, 4(1), 33–48.
- Backhaus, K., & Tikoo, S. (2004). Conceptualising and researching employer branding. *Career Development International*, 4(5), 501–217.
- Baum, M. (2013). How to attract applicants in the Atlantic versus the Asia-Pacific region - A cross-national analysis on China, India, Germany, and Hungary. *Journal of World Business*, 48(2), 175–185.
- Bendaraviciene, R., Krikstolaitis, R., & Turauskas, L. (2013). Exploring Employer Branding to Enhance Distinctiveness in Higher Education. *European Scientific Journal*, 9(19).
- Bergstrom, A., Blumenthal, D., & Crothers, S. (2002). Why Internal Branding Matters: The Case of Saab. *Corporate Reputation Review*, 5(2–3), 133–142. <https://doi.org/10.1057/palgrave.crr.1540170>
- Berthon, P., Ewing M.J., & Hah L.L. (2005). Captivating Company: Dimensions of Attractiveness in Employer Branding. *International Journal of Advertising*, 24(2), 151–172.
- Betáková, J., Wu, J., Rudnak, I., & Magda, R. (2021). Employment of foreign students after graduation in Hungary in the context of entrepreneurship and sustainability. *Entrepreneurship and Sustainability Issues*, 8(4), 553–570. [https://doi.org/10.9770/jesi.2021.8.4\(33\)](https://doi.org/10.9770/jesi.2021.8.4(33))

Characteristics of segments according to the preference system for job selection...

Betsworth, D. G., & Hansen, J.-I. C. (1996). The Categorization of Serendipitous Career Development Events. *Journal of Career Assessment*, 4(1), 91–98. <https://doi.org/10.1177/106907279600400106>

Bite, P., & Konczos-Szombathelyi, M. (2020). Employer branding concept for small- and medium-sized family firms. *Journal of International Studies*, 13(3), 143–160. <https://doi.org/10.14254/2071-8330.2020/13-3/10>

Cabral, A. C., & Salomone, P. R. (1990). Chance and Careers: Normative Versus Contextual Development. *The Career Development Quarterly*, 39(1), 5–17. <https://doi.org/10.1002/j.2161-0045.1990.tb00230.x>

Chaiken, S., & Trope, Y. (1999). *Dual-process theories in social psychology*. Guilford Press.

Čorejová, T., Haľamová, E., Madleňák, R., & Neszmélyi, G. I. (2021). The concept of smart city and the perceptions of urban inhabitants: a case study from Žilina, Slovakia. *Hungarian Geographical Bulletin*, 70(2), 113–128. <https://doi.org/10.15201/hungeobull.70.2.2>

Denys, J. (2020). *Managing your employer brand during a crisis*. <https://www.randstad.com/hk/hr-trends/employer-brand/managing-your-employer-brand-during-a-crisis/> 09 June 2020.

Deutsch, R., & Strack, F. (2006). Reflective and Impulsive Determinants of Addictive Behavior. In *Handbook of Implicit Cognition and Addiction* (pp. 45–58). SAGE Publications, Inc. <https://doi.org/10.4135/9781412976237.n4>

Easa, N. F., & Bazzi, A. M. (2020). The Influence of Employer Branding on Employer Attractiveness and Employee Engagement and Retention. *International Journal of Customer Relationship Marketing and Management*, 11(4), 48–69. <https://doi.org/10.4018/IJCRMM.2020100104>

Edwards, W. (1954). The theory of decision making. *Psychological Bulletin*, 51(4), 380–417. <https://doi.org/10.1037/h0053870>

Egerová, D., Kutlák, J., & Eger, L. (2021). Millennial job seekers' expectations: How do companies respond? *Economics & Sociology*, 14(1), 46–60. <https://doi.org/10.14254/2071-789X.2021/14-1/3>

Evans, J. St. B. T. (2011). Dual-process theories of reasoning: Contemporary issues and developmental applications. *Developmental Review*, 31(2–3), 86–102. <https://doi.org/10.1016/j.dr.2011.07.007>

Filep, R. (2019). Examining organizational culture with OCAI among employees of a service company. *Economic Sciences Tom, XXVIII*(2).

Gati, I. (1986). Making career decisions: A sequential elimination approach. *Journal of Counseling Psychology*, 33(4), 408–417.

Gelatt, H. B. (1962). Decision-making: A conceptual frame of reference for counseling. *Journal of Counseling Psychology*, 9(3), 240–245.

Gelatt, H. B. (1989). Positive uncertainty: A new decision-making framework for counseling. *Journal of Counseling Psychology*, 36(2), 252–256.

George, W. R. (1977). The Retailing of Services A Challenging Future. *Journal of Retailing*, 53(3), 85–98.

George, W. R. (1990). Internal Marketing and Organizational Behavior: A Partnership in Developing Customer-Conscious Employees at Every Level. *Journal of Business Research*, 20(1), 63–70.

Harman, W. W. (1981). Rationale for good choosing. *Journal of Humanistic Psychology*, 21, 5–12.

Hart, D. H., Rayner, K., & Christensen, E. R. (1971). Planning, preparation, and chance in occupational entry. *Journal of Vocational Behaviour*, 1, 279–185.

Hodkinson, P., & Sparkes, A. C. (1997). Careership: a sociological theory of career decision making. *British Journal of Sociology of Education*, 18(1), 29–44. <https://doi.org/10.1080/0142569970180102>

Jarvis, S. P. (2000). The Next Generation. In M. Sallai (Ed.), *Careers Guidance and Counselling. Theory and Practise for the 21th Century*. Nemzeti Szakképzési Intézet.

Jiang, T., & Iles, P. (2011). Employer-brand equity, organizational attractiveness and talent management in the Zhejiang private sector, China. *Journal of Technology Management in China*, 6(1), 97–110. <https://doi.org/10.1108/17468771111105686>

Jurásek, M., Petrů, N., Caha, Z., & Belas, J. Jaroslav. (2021). Values of family businesses in Czech Republic in the context of socioemotional wealth. *Economics & Sociology*, 14(2), 184–208. <https://doi.org/10.14254/2071-789X.2021/14-2/10>

Kakar, A., Saufi, R., Devadhasan, B., Meyer, N., Vetrivel, S., & Magda, R. (2021). The Mediating Role of Person-Job Fit between Work-Life Balance (WLB) Practices and Academic Turnover Intentions in India's Higher Educational Institutions. *Sustainability*, 13(19), 10497. <https://doi.org/10.3390/su131910497>

Kenderfi, M. (2012). A pályaeorientáció folyamatának korszerű értelmezése. In K. Szilágyi (Ed.), *A pályaeorientáció szerepe a társadalmi integrációban*. ELTE, TÁTK.

Liu, Y., Vrontis, D., Visser, M., Stokes, P., Smith, S., Moore, N., Thrassou, A., & Ashta, A. (2021). Talent management and the HR function in cross-cultural mergers and acquisitions: The role and impact of bi-cultural identity. *Human Resource Management Review*, 31(3), 100744. <https://doi.org/10.1016/j.hrmr.2020.100744>

Minchington, B. (2009). "Help wanted!" [www.Marketingsmix.Co.Za/Pebble.Asp?R](http://www.Marketingsmix.Co.Za/Pebble.Asp?R), Accessed 20 December, 2010.

Mitchell, K. E., Al Levin, S., & Krumboltz, J. D. (1999). Planned Happenstance: Constructing Unexpected Career Opportunities. *Journal of Counseling & Development*, 77(2), 115–124. <https://doi.org/10.1002/j.1556-6676.1999.tb02431.x>

Monteiro, B., Santos, V., Reis, I., Sampaio, M. C., Sousa, B., Martinho, F., José Sousa, M., & Au-Yong-Oliveira, M. (2020). Employer Branding Applied to SMEs: A Pioneering Model Proposal for Attracting and Retaining Talent. *Information*, 11(12), 574. <https://doi.org/10.3390/info11120574>

Portfolio.hu. (2023). *Erre a hat területre kell figyelnie a cégeknek, hogy meg tudják tartani legjobb dolgozóikat*. <https://www.Portfolio.Hu/Gazdasag/20230319/Erre-a-Hat-Terulet-re-Kell-Figyelnie-a-Cegeknek-Hogy-Meg-Tudjak-Tartani-Legjobb-Dolgozoikat-603528>.

Characteristics of segments according to the preference system for job selection...

Reis, I., Sousa, M. J., & Dionísio, A. (2021). Employer Branding as a Talent Management Tool: A Systematic Literature Revision. *Sustainability*, 13(19), 10698. <https://doi.org/10.3390/su131910698>

Ritson, M. (2002). Employer branding is vital – so why do so few marketers take it seriously? . *Marketing Week*.

Samoliuk, N., Bilan, Y., Mishchuk, H., & Mishchuk, V. (2022). Employer brand: key values influencing the intention to join a company. *Management & Marketing. Challenges for the Knowledge Society*, 17(1), 61–72. <https://doi.org/10.2478/mmcks-2022-0004>

Samuelson, P. A. (1937). A Note on Measurement of Utility. *The Review of Economic Studies*, 4(2), 155. <https://doi.org/10.2307/2967612>

Samuelson, P. A. (1947). *Foundations of economic analysis*. Harvard University Press.

Samuelson, P. A., & Nordhaus, W. D. (2004). *Economics* (18th ed.). McGraw-Hill.

Sandeepanie, M. H. R., Gamage, P., Perera, G. D. N., & Sajeewani, T. L. (2023). The role of talent management and employee psychological contract on employer branding: a pragmatic conceptual model. *Management Research Review*, 46(2), 196–222. <https://doi.org/10.1108/MRR-02-2021-0136>

Schein, E. , H. (1974). *Career Anchors and Career Paths: A Panel Study of Management School Graduates*.

Simon, H. A. (1979). Rational Decision Making in Business Organizations. *The American Economic Review*, 69(4), 493–513.

Špoljarić, A., & Ozretić Došen, Đ. (2023). Employer brand and international employer brand: literature review. *Corporate Communications: An International Journal*, 28(4), 671–682. <https://doi.org/10.1108/CCIJ-11-2022-0141>

Strack, F., & Deutsch, R. (2004). Reflective and Impulsive Determinants of Social Behavior. *Personality and Social Psychology Review*, 8(3), 220–247. [https://doi.org/10.1207/s15327957pspr0803\\_1](https://doi.org/10.1207/s15327957pspr0803_1)

Strack, F., Werth', L., & Deutsch, R. (2006). Reflective and Impulsive Determinants of Consumer Behavior. *Journal of Consumer Psychology*, 16(3), 205–216. [https://doi.org/10.1207/s15327663jcp1603\\_2](https://doi.org/10.1207/s15327663jcp1603_2)

Super, D. E. (1980). A life-span, life-space approach to career development. *Journal of Vocational Behavior*, 16(3), 282–298.

Tjahjanto, H., Tuhana, T., Mafruhah, I., Istiqomah, N., & Ismoyowati, D. (2023). High unemployment, disrupted economic growth and sustainable development goals: Analyzing unemployment reduction. *Economics & Sociology*, 16(1), 106–120. <https://doi.org/10.14254/2071-789X.2023/16-1/7>

Watts, A. G. (2000). Theory and Practise of Career Development. In M. Sallai (Ed.), *Careers Guidance and Counselling. Theory and Practise for the 21th Century*. Nemzeti Szakképzési Intézet.

Williams, E. N., Soeprapto, E., Like, K., Touradji, P., Hess, S., & Hill, C. E. (1998). Perceptions of serendipity: Career paths of prominent academic women in counseling

psychology. *Journal of Counseling Psychology*, 45(4), 379–389.  
<https://doi.org/10.1037/0022-0167.45.4.379>

Xantus, L. (1983). A tanácsadási stratégiák a pályaválasztásban. In Á. M. Ritkóné (Ed.), *A tanácsadás pszichológiája*. Nemzeti Tankönyvkiadó.



© 2023 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).