

Enhancing Talent Acquisition and Retention: Insights from Anticipatory Psychological Contracts of MBA Graduates

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Abstract

Master of Business Administration (MBA) graduates are valued for their adeptness in critical thinking, problem-solving, and innovation, crucial skills demanded by the globalised business environment. Amidst the “great resignation,” retention of this talent poses challenges, as evidenced by high turnover rates among professionals, which often stems from unmet expectations regarding the job. Anticipatory psychological contracts (APCs) offer insights into managing these expectations and fostering productive employee relationships. The present study aims to explore the expectations of MBA graduates by collecting data from 302 students. EFA results revealed that students’ job expectations can be categorised under three factors similar to the patterns of employees’ psychological contracts. It indicates that students already have a mental image of the prospective employment relationship. MBA graduates are attracted to organisations that offer professional and personal growth prospects while selecting their first job. Development is students’ most important aspect of a job, highlighting a preference for balanced psychological contracts. At the same time, lower importance is associated with the relational attributes of a job. The recruiters and HR managers are suggested to consider these findings to recruit, manage and retain the best talent.

Keywords: MBA graduates, psychological contracts, talent management

How to cite: Rani, S., & Suneja, A. (2024). Enhancing talent acquisition and retention: Insights from anticipatory psychological contracts of MBA graduates. *Journal of Management and Entrepreneurship*, 18(2), 49–59.

DOI 10.70906/20241802049059

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1. Introduction

The Master of Business Administration (MBA) degree has long been considered a prestigious qualification for aspiring business professionals. In the job listings today, one can see many jobs marked as 'MBA preferred' - a trend steadily growing over the past five years (Karthikeyan, 2024). Additionally, the globalised business environment has prompted companies to depend on MBA graduates to navigate challenges and drive innovation, as they have better abilities and skills in thinking logically in critical situations and solving complex problems (Bomidwar, 2023). In the great resignation scenario, individuals with an MBA degree with specialisation and general MBAs can negotiate on salary terms due to the importance associated with their degree (Victoria University, 2022). The technology, media, gaming, financial services, and retail sectors are anticipated to lead in 2024, driven by rapid industry growth and the ensuing demand for skilled professionals (Ahmed, 2024). Thus, the demand for MBA talent continues to evolve to meet the changing needs of businesses, prompting employers to prioritise understanding recruitment concerns to attract a robust applicant pool.

However, acquiring the right talent is insufficient for competitiveness if the organisation fails to retain it in the long run due to the looming talent shortage (Franzino et al., 2023). The global turnover rate among HR professionals remained the highest (15 per cent). In contrast, a turnover rate of 13.4% is observed among professional employees, which is pretty high from the 10.6% average for all industries (Lewis, 2022). In a survey by SHRM, apart from salary and financial benefits, career development, work-life balance, work culture, and engagement were enlisted as the reasons for switching organisations (Gurchiek, 2022). Individuals leave jobs within a few months of joining due to mismatched expectations about job content, employee recognition, and performance feedback mechanisms (NASSCOM, 2022; Silletto, 2023). Further, as the job market dynamics have shifted in favour of employees and job seekers, organisations have recognised the importance of an engaged workforce (Babu, 2022). Hence, assessing the expectations of present and prospective employees from the workplace has

become necessary to avoid the cost associated with their recruitment and early departure.

Literature has supported the idea that even first-time job seekers have a mental image of their prospective employment relationship in the form of anticipatory psychological contracts (APCs) (De Hauw & De Vos, 2010; De Vos et al., 2009). This anticipatory psychological contract offers possibilities for analysing how people's expectations about their jobs affect their work behaviour, perceptions of their employment, productivity on the job, and all other aspects of strategies for talent management (Zupan et al., 2018). Furthermore, as the competition for attracting and retaining highly skilled and committed employees intensifies, individuals increasingly seek opportunities for career advancement, skill enhancement, competitive compensation, and recognition from their employers in return for their contributions (Ruchika & Prasad, 2017). These heightened expectations have led to a dynamic work environment, prompting employers to adapt their approaches to managing their relationships with employees. Consequently, psychological contracts can be useful for a smooth relationship with prospective employees, including students in their MBA final year.

Given that so many global corporations have established operations in India, it has become significant for the corporations that visit the country's different business school campuses to understand the employment expectations of recent graduates and implement recruitment campaigns accordingly (Dutta & Punnose, 2010) (Dutta & Punnose, 2010). Some exploratory studies outside of India, such as those by De Cooman and Dries (2012), Luscombe et al. (2013) and India by Dutta and Punnose (2010) dealt with a related topic; however, these were conducted a decade ago; thus, cannot be generalised to a present environment that has gone under tremendous transformations. Recently, Chopra and Bhilare (2020) researched the aspects that influence the perceptions of Indian management graduates regarding the choice of their first job. However, the studies were more focused on the perception of students about education skills and the importance of different types of skills for getting employment rather than the employment expectations. So, research in this domain has been

limited, especially concerning emerging countries like India, where social and cultural factors can significantly impact job expectations. For example, unlike in Western nations, where a management degree aids professionals in advancing their careers, in India, management education is viewed as a prerequisite for entering the job market (Kumar & Dash, 2017). Though Ruchika and Parsad (2017) and Madan and Madan (2019) have undertaken studies from an anticipatory psychological contracts perspective, the sample consisted of students in technical courses. Consequently, this study has the potential to address longstanding research gaps by exploring the diverse expectations of Indian management graduates from their first employers.

This study aims to investigate the expectations MBA graduates hold before joining a company in the form of anticipatory psychological contracts. By addressing these expectations, organisations can mitigate potential psychological contract breaches arising from unmet employee expectations. This proactive approach can help prevent early employee turnover, foster trust, and enhance job satisfaction. The research explores the preferences for job attributes that final-year management graduates deem significant when selecting their first job after completing their management degree. Finally, this research also identifies the latency in job attributes. The paper extends the limited theory base on psychological contract formation, as most research focuses on the breach or fulfilment of psychological contracts rather than their formation. The findings will benefit the organisation's representatives, especially the HR managers and immediate supervisors. As MBA holders are considered an organisation's human capital, making it more competitive, a comprehensive knowledge of their ambitions and expectations about their prospective employment relationship can provide remarkable information for the effective formulation and execution of human resources (HR) policies. Employer branding campaigns can also be designed accordingly by highlighting the most sought-after factors of a job.

The remaining paper is structured as follows: The relevant literature is provided first. Then, the research methodology adopted for this research is described, and then findings and discussions are detailed. After that, the theoretical implications of the study,

along with practical implications for HR managers, immediate supervisors, and academicians, are provided. Towards the end, directions for conducting future research are provided, and finally, the paper concludes with the limitations of this study.

2. Literature Review

Anticipatory Psychological Contracts (APCs)

A psychological contract, as conceptualised by Rousseau (1989), refers to an implicit agreement between an individual and their employer, often established unconsciously. This understanding encompasses the exchange relationship within the formal employment framework. Initially, psychological contracts were categorised into transactional and relational types, with the former involving short-term, specific employment terms and the latter emphasising long-term, implicit relationship aspects (MacNeil, 1985; Robinson et al., 1994). The balanced type emerged as a blend of relational and transactional contracts with the specified terms but for a long term (Rousseau, 1995). Subsequently, it was recognised that even before an employee formally joins an organisation, an anticipatory psychological contract (APC) is formed (Anderson & Thomas, 1996). The authors elucidated that this APC is shaped by the company's explicit and implied communications. Before formal workplace integration, individuals possess broad and open mental employment models, reflecting a simplistic view of their prospective work relationship.

De Vos et al. (2009) underscored the significance of APC, noting that the expectations delineating the APC significantly influence the eventual formation of the actual psychological contract upon employment commencement. However, it is essential to acknowledge the dynamic nature of the APC, as individual characteristics shape one's perception of it (De Hauw & De Vos, 2010). In conclusion, the individual's APC is private and unique, arising from their expectations and providing a clear framework for understanding the perspectives of prospective employees. This highlights the subjective nature of the psychological contract, underscoring its pivotal role in the employee-employer relationship. Zupan et al. (2018) emphasised the role of anticipatory psychological contracts in talent management,

specifically regarding the high turnover among young employees.

Job Expectations and APC of MBA Students

Previous research in this area has primarily focused on simply identifying student expectations rather than capturing the importance associated with different job aspects when viewed from a prospective employment relationship in a more formal way. As cited in Dutta and Punnose (2010), shifts in student priorities over time have been observed by Peterson and Devlin (1994) as the authors described that in the 1950s, students sought high salaries and job security, while in the 1960s, a desire for meaning in work was reflected. In the 1970s and 1980s, students shifted focus to individual achievement and career rewards. By the early 1990s, job security and self-improvement emerged as job selection priorities (Anderson et al., 1992).

Ng and Burke (2006) surveyed Canadian business students to explore the most preferred job attributes while selecting the first job after completing the management degree. The authors found that opportunity for advancement, training, and skill development are the most sought-after job attributes, followed by good people to work with and a good starting salary. Dutta and Punnose (2010) surveyed Indian management students to explore important factors for first-time job seekers. The authors found the highest preference for career development factors, including self-development, important responsibility and challenging work, which implied that graduates are greatly focused on their personal growth. They prefer work environments that allow for building interpersonal relationships among employees, job autonomy, and acknowledgement from their supervisors. Apart from that, job security, the nature of the job, flexible work arrangements and job location were also important factors in choosing the first employer.

Arachchige and Robertson (2011) surveyed MBA final-year students. Students reflected high expectations about self-development, promotion opportunities and initial salary. The students admire harmonious relationships with superiors and seek appreciation from them. They also emphasised job security and wanted to work for an organisation that allows them to use their creativity. Dziwanowska et al. (2016)

surveyed 814 students pursuing business courses across the UK, Slovenia, South Korea and Poland to examine respondents' preference for different types of psychological contracts. Results revealed that the most preferred psychological contract for employer obligations was the relational psychological contract, while transactional psychological contracts were the least preferred type.

Galetic et al. (2016) explored that Croatian business graduates look for promotion opportunities and interesting jobs followed by work-life balance and job security. Zupan et al. (2018) surveyed business students from Slovenia, South Korea, China, and Poland to find preferences for different types of psychological contracts. Respondents showed an inclination towards balanced types of psychological contracts for employer obligations. Development is their most important dimension, followed by external marketability and performance support. Transactional psychological contracts were the most minor preferred contracts. Maloni et al. (2019) assessed the work values among management in the United States. Students reported preferences for promotion, financial benefits, retirement, and opportunity to learn among the top expected factors, with the preferred place of work and long vacation periods being the least important factors.

While all these studies offer valuable insights, these were primarily focused on developed countries in developing nations like India; cultural and social factors can shape job preferences differently, as management education is essential for career building (Kumar & Dash, 2017). Also, all these studies were focused on general job-related expectations rather than the psychological contract perspective. Although Dziwanowska et al. (2016) and Zupan et al. (2018) examined the preference for different types of anticipatory psychological contracts among business students, both studies used a standardised scale developed for employees in 2008. The authors recognised that some aspects of that scale were less relevant for students, and new aspects that emerged in later stages were not a part of it, which warranted further research exploring new dimensions and job aspects. Therefore, this study aims to address this gap by exploring the expectations about different job attributes from the framework of

anticipatory psychological contracts among final-year management graduates in India.

3. Research Methods

The study employed a structured and closed-ended questionnaire to gather data from MBA final-year students, divided into two sections. In the first section, respondents were inquired about 25 job-related aspects identified from existing literature. Participants rated the extent to which they anticipated their future employer would be obligated to provide each job mentioned above aspect on a five-point scale ranging from “Not at all” (1) to “To a great extent” (5). The second section focused on respondents’ demographics. Data collection involved a blend of purposive and convenience sampling, targeting final-year students without prior job experience. This stringent was employed to mitigate the potential influence of past job experience on the respondents’ future employment expectations.

The sample was drawn from leading institutions offering management education across India rather than one specific business school to ensure the representation of a diverse population from the overall country, as Dutta and Punnose (2010) suggested, encompassing students specialising in marketing, human resources, finance, and other domains. Out of the 400 questionnaires disseminated, a total of 325 were duly returned by the respondents. However, a scrutiny process led to the exclusion of 23 responses due to missing data or improper recording of responses, yielding a final dataset comprising 302 valid responses. This dataset thus provided a comprehensive foundation for subsequent analysis and interpretation, ensuring the study’s robustness and reliability.

4. Data Analysis and Interpretation

Exploratory factor analysis (EFA) was conducted on a set of 25 items about various job aspects to assess the scale’s validity within this specific sample using the Statistical Package for the Social Sciences (SPSS) (version 25). First, the demographic profile of the respondents revealed that female respondents constituted 66% of the respondents. Most respondents were in the age group spanning from 21 to 25 years, which is about 68% of the total sample. Almost equal representation of respondents

is observed across HR, finance, and marketing specialisation; however, only 4% of respondents belonged to IT/Operations, as presented in Table 1.

Table 1. Demographic Profile

Demographic Characteristics		Frequency	Percent
Gender	Male	102	33.80
	Female	200	66.20
Age	21-25	205	67.88
	Above 25	97	32.12
Specialization	HR	94	31.10
	Finance	102	33.80
	Marketing	94	31.10
	IT/Operations	12	4.00
Total		302	100.00

Source: The authors

The results of Bartlett’s Sphericity Test and the Kaiser-Meyer-Olkin Measure (KMO) were considered to ascertain the dataset’s suitability for factor analysis. Bartlett’s Test indicates whether the dataset demonstrates pattern relationships, while the KMO Measure assesses sample adequacy. For factor analysis to be appropriate, the KMO value should exceed .60 (Kaiser, 1974), and Bartlett’s Test should yield a p-value below .05 (Bartlett, 1954). Initially, the correlation among items was examined through a correlation matrix. If the matrix significantly differs from an identity matrix and Bartlett’s Test confirms the presence of linear combinations, the data are deemed suitable for EFA.

Table 2 shows that Bartlett’s Test revealed a non-identity correlation matrix with a significant coefficient, suggesting the data’s dimensionality and the KMO score of 0.89 indicated sample adequacy for factor analysis to ascertain variable correlation. Three components were identified through factor analysis, explaining 65.90 per cent of the variance with eigenvalues exceeding 1. Eigenvalues and variance explained by different factors are given in Table 3. To assess the scale’s reliability, Cronbach’s alpha was calculated, with a recommended threshold of .70 for content validity, according to Nunnally (1978). Each factor’s Cronbach’s alpha exceeded 0.70; the values are provided in Table 4, along with item loadings and mean values. These factors were

labelled as balanced APC, transactional aspect APC, and relational APC.

Table 2. Results of KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.966
Bartlett's Test of Sphericity	Approx. Chi-Square	5854.173
	Degrees of freedom	300
	Significance	0

Source: The authors

Table 3. Results of Factor Analysis

Factor	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.843	55.373	31.708	6.835	27.339	27.339
2	1.582	61.701	40.442	5.019	20.078	47.417
3	1.049	65.897	47.756	4.620	18.480	65.897

Source: The authors

Table 4. Item Loadings, Cronbach's Alpha, and Mean Values

Job Attribute	Factor			Mean
	1	2	3	
Opportunities to learn new things	0.721			4.44
Opportunities for training	0.690			4.37
Opportunities for development	0.724			4.48
Opportunities for Career progression	0.652			4.44
Supportive and encouraging colleagues	0.726			4.35
An Employee-friendly work culture	0.701			4.33
A Mentoring environment	0.735			4.26
Opportunity to make use of my own knowledge	0.764			4.37
Opportunity to make a personal impact	0.703			4.24
Opportunity to use my creativity	0.768			4.36
Important responsibility		0.588		4.04
Work of my interest		0.646		4.30
Freedom to take work related decisions		0.700		4.22
Good work-life balance options		0.777		4.03
Adjust my work schedule to support my personal life		0.709		4.13
Respect for my personal situation		0.655		4.25

Job security within the organization		0.676		4.39
Commitments to retain me in the future		0.590		4.12
Appropriate pay as per the job given to me			0.565	4.33
Financial rewards based on performance			0.674	4.33
Good perks/ prerequisites			0.710	4.40
Regular feedback on my performance			0.695	4.24
Recognition for performance			0.649	4.37
Merit based promotion			0.652	4.15
Performance based counselling			0.671	4.18
Mean	4.36	4.19	4.29	
Cronbach's Alpha	0.95	0.89	0.91	

Source: The authors

Exploratory factor analysis produced three factors: balanced APC, relational APC, and transactional APC, per the items loaded onto them. This three-factor solution implies that the APCs of MBA graduates reflected a similar pattern to employees' psychological contracts (Rousseau, 2008). It can be inferred from these results that students do not enter the workplace with a clean state about future employment terms (De Vos et al., 2009). Instead, they have a well-built mental image of the inducements they seek in an employment relationship, which would be reflected in their work behaviour and impact the actual psychological contracts.

5. Findings and Discussion

The first factor is called "Balanced APC", which encompasses aspects related to personal skills and professional growth, the most discussed job aspect throughout the literature (Rousseau, 1995). Students actively pursue opportunities for skill enhancement and personal development (Zupan et al., 2018). The present generation is eager to climb the career ladder and reach the top position in the early years of their career. They are also interested in career advancement and value the opportunities for training in the early years of employment. Components linked to personal skills are also prominent within this factor. Modern graduates aspire to make a tangible impact, displaying confidence in their acquired knowledge and seeking avenues to apply it within their roles. They are drawn to employers who foster creativity,

indicating a strong preference for innovative workplaces (Arachchige & Robertson, 2011). Work culture is also viewed as a determining factor among graduates as it deals with the environment an individual wants to work in. Working with supportive colleagues is significant for the students. They prioritise transparency in the workplace and mentorship opportunities, underscoring their thirst for continuous learning (Chopra & Bhilare, 2020).

The factor consisting of statements about job content, personal well-being, and job security is called “Relational APC”. The literature emphasised that the present generation differs from the previous generations as they focus more on the type of job they want rather than accepting whatever is offered (Dutta & Punnoose, 2010). They demand jobs that allow them important responsibilities as they want to do something meaningful and prefer that they be assigned tasks in their best interest and given the freedom to make decisions related to their job (Chillakuri, 2020). Work-life balance assumes paramount importance, reflecting a shift from a work-first attitude as individuals now understand the value of their personal lives. They are more interested in work arrangements that allow them to enjoy their lives beyond work, such as flexible working hours and working from the facility (Ruchika & Parsad, 2017). An employer who understands the personal situation of employees and is ready to accommodate his work schedule accordingly is deemed the best one to work for, aligning with contemporary expectations of supportive and adaptive workplaces. Additionally, job security emerges as a pertinent consideration, underscoring the desire for stability among graduates (Galetic et al., 2016). All these features are consistent with the relationship-oriented exchange with a focus on employees’ interests in the form of a long-term association between employees and employers (Rousseau, 2008).

The third factor is referred to as “Transactional APC”, which comprises items that reflect monetary aspects and specified terms for a short duration (Robinson et al., 1994). The primary driver for a job is money because there is a give-and-take situation where the employee works for the pay given by the organisation, reflecting the transactional nature of the employer-employee relationship (Gurchiek, 2022). Graduates want appropriate pay based on the

job given to them and seek compensation based on performance. Expectations about good prerequisites are also a narrow aspect of an employment relationship. Recognition for the efforts motivates the young employees to perform better. Today’s youth appreciates regular feedback on performance rather than the annual performance appraisal (Atherton, 2023). They want to be appreciated for their efforts and strive for acknowledgement for good performance. Graduates’ desire for career progression is relatively high as they emphasise merit-based promotion. They aspire for career advancement based on demonstrated merit, endorsing a culture of performance-based evaluation and continual growth (NASSCOM, 2022).

Mean values of different job attributes are calculated to identify the most important attribute that graduates expect to be provided by future employers. For each attribute, the mean is above four, which reflects high expectations about each job attribute; however, the top three factors with the highest mean values are development opportunities (4.48), learning new skills (4.44), and career progression (4.44). Preference for these attributes is natural because the young generation is labelled career-oriented, focusing on professional development (NASSCOM, 2022). Contrastingly, important responsibility (4.04) and work-life balance options (4.03) have the lowest means. These results can be attributed to our sample being based on first-time job seekers with no experience and, hence, do not strongly seek important responsibility during their first job.

Similarly, employees are ready to adjust their personal lives per work requirements, as during the early years of employment, individuals are more focused on career building (Ruchika & Parsad, 2017). Factor-wise mean values showed that the balanced type of APC (4.36) is the most preferred, which is expected as it has items related to development and personal skills, followed by transactional APC (4.29). Relational APC (4.19) is comparatively less preferred as it comprises statements about job content, work-life balance and job security. Young people today are less likely to make long-term commitments to their first employers so that they could have lower expectations about this aspect.

In brief, the findings demonstrate that Indian management graduates are attracted to organisations that can offer professional and personal growth prospects when selecting their first job. These graduates would also seek a constructive and encouraging work atmosphere that would aid and facilitate their ability to perform their duties effectively. In addition, many graduates want employment that gives opportunities to use their newly acquired abilities. The graduates prefer jobs that offer them flexibility with a greater focus on balancing their work with their personal lives. Graduates seek equitable pay commensurate with their roles and performance, with a strong emphasis on merit-based recognition and feedback mechanisms. It is crucial that decision-makers in the business, particularly recruiters, keep these things in mind while creating positions to meet the expectations of MBA students.

6. Implications of the Study

The study discovered recent MBA graduates' expectations and perceptions of their prospective job atmosphere and offered theoretical and practical implications. The study significantly advances the existing literature concerning anticipatory psychological contracts, which are crucial in managing employment relationships. As per psychological contract theory, accommodating personal circumstances can be seen as fulfilling a promise by the employer to support the employee's holistic well-being, not just their professional responsibilities. When this contract is honoured, employees are more likely to reciprocate with increased effort, commitment, and discretionary behaviours. While psychological contracts have been extensively studied for over three decades, the focus has predominantly been on their consequences rather than the factors influencing their formation. Understanding anticipatory psychological contracts is essential as newcomers often interpret their prospective employment relationships based on pre-existing mental schemas, given their limited familiarity with the organisation and its members. Thus, this study provides valuable insights into the core components of anticipatory psychological contracts, categorised into three types. These are the foundations for actual psychological contracts Millennials form upon entering the organisation.

Furthermore, the research contributes to the sparse theoretical literature on generational disparities and offers significant revelations regarding the employment expectations of Millennials, the subject of widespread discussion in contemporary discourse.

This study will also assist HR department staff who visit business school campuses in search of talent by helping them refocus their company's placement strategy to persuade the graduates. It is evident from the findings that, for MBAs, finance is not the sole drive; therefore, organisations should emphasise opportunities for holistic career development, transparent culture, and a supportive work environment. Organisations can enhance retention by offering personalised development pathways that cater to individual preferences for skill enhancement and career progression to adapt to evolving job requirements and remain competitive in the dynamic labour market. Cultivating a positive and inclusive organisational culture characterised by mentorship opportunities would be useful, as graduates anticipate mentorship at work like they anticipate mentorship from their teachers. Performance appraisal systems should be modified and adopt a more frequent and feedback-oriented approach to recognise and reward employees based on their contributions, fostering a culture of continuous improvement and merit-based advancement.

Additionally, the need for flexible work practices greatly enhances employee well-being. Job satisfaction would arise from discussing and advocating for flexible working rules that enhance work-life balance, leading to lower turnover intentions. Employers who demonstrate understanding and accommodation towards employees' circumstances are valued. Organisations can enhance their attractiveness as employers by emphasising their commitment to employee development, equitable compensation practices, and a conducive work environment in their employer branding efforts. Recognising and adapting to the distinct preferences and values of MBA graduates in the workforce, particularly regarding career progression, work-life balance, and job significance, is essential for organisational success in attracting and retaining talent. By incorporating these implications into their talent management strategies, organisations can better attract, engage,

and retain top talent, thereby driving organisational success and sustainable growth.

7. Conclusion

The exploratory factor analysis conducted in this study has revealed three distinct factors, each representing key aspects of MBA graduates' expectations and perceptions regarding their prospective job environments. Balanced APC highlights the importance of fostering innovative and supportive work cultures and prioritising continuous learning and mentorship opportunities. Transactional APC shows that while financial incentives remain essential, graduates value regular feedback and merit-based advancement opportunities. Relational APC underscores the importance of job content, work-life balance, and security. Theoretical implications of these findings extend to anticipatory psychological contracts, which play a crucial role in managing employment relationships. The study's practical implications suggest that organisations should align their recruitment strategies with the preferences of the modern workforce. By incorporating these implications into their talent management strategies, organisations can better attract, engage, and retain top MBA talent, driving organisational success and sustainable growth in an increasingly competitive landscape.

8. Limitations and Scope for Future Research

The study's primary limitation is the use of a small sample size; hence, the findings cannot be generalised to the whole population of MBA graduates. Future research with large sample sizes can address these shortcomings. Secondly, the study examined the expectations of first-time job seekers but did not investigate whether employers had information about these expectations. Finally, a longitudinal study can be conducted to understand how the expectations of graduates change upon joining an organisation.

Conflict of Interests: The authors declare no conflict of interests

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