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What do master students find important when selecting their post-graduate job in The Netherlands?

Student: Sergio Häusler Ruiz

Student ID Number: 545315

Supervisor: Fleur Prins

Second Assessor: Bojan Georgievski

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1. Introduction

1.1 Relevance of the study

A process that most people must go through in their lifetime is the one of choosing a job. Job search, which has been defined as the product of an individual self-regulatory process to identify, initiate, and pursue actions toward obtaining new employment or reemployment (Kanfer et al,2001), has been the focus of researchers since the earliest of times. This process can be challenging and stressful for applicants, who may struggle to find the perfect match or navigate between diverse options (Boswell et al.2012). On the other hand, this process is also difficult for recruiting companies and recruitment agents, who often struggle to portray the existing demanding conditions of job seekers in their job descriptions (Whitehouse, M. ,2009).

The difficulty in the job search can be magnified if we look at the job searching process for students or recent graduates. Entering the workforce for the first time can be challenging and often, created expectations will not be met (Mărginean, A. E. ,2021). Moreover, we are observing a change in society, led by younger generations, regarding the attitudes towards social-responsible actions and taking companies responsible for their actions (Seemiller & Grace, 2016). This change is also leading to a shift in the attitudes of companies, with more awareness towards social responsibility (Smith, 2007). This change in practices is changing the priorities for employers and leading to changes in the attitudes of job seekers, with higher job pursuit intentions towards social-responsible companies (Backhaus et al., 2002). Consequently, these societal changes and evolving company practices are likely influencing what students prioritize in their job search.

This change in attitudes is also being followed by a change in the working environment. Due to the pandemic, we have observed a shift in the working methods with an acceleration of digitalization and a move towards remote working (George et al., 2020). Adding to that, the current rise of automation will also likely shape the working environment, with its effects still being debated. These changes in the working environment can shape new attitudes from job seekers towards their job search.

Given the significance of the job searching process, particularly for students and recent graduates, understanding its complexities in the unique context of the Netherlands is essential for developing effective strategies to address the specific needs and challenges faced by job seekers in this region. Therefore, this study aims to investigate how the selection process works for master's students in the Netherlands and identify the factors they value most when searching for a job. Focusing on their expectations and on the factors that they value the most while searching for a job while analyzing the

differences they can have amongst them, we can gain valuable insights into the job searching process in the Netherlands and tailor approaches to improve this process.

This leads to the following main research question:

1.2 Main Research Question

-What do master's students find important when selecting their post-graduate job in The Netherlands?

1.3 Sub-questions

The following sub-questions will guide us and help us analyse the existing literature. They will

ultimately help us organise and structure our literature review.

Theoretical Sub Questions

1. What are aspects that people find important when choosing a job?

2. How do expectations of students differ from employed workers regarding the job searching

 process?

3. What are the differences between cultures regarding the selection of job?

Empirical Sub Questions

1. What does the job market in The Netherlands look like?

2. What are the trends in the Dutch job market?

1.4 Relevance

1.4.1 Business relevance

Through this study, we expect to have a clearer insight into students' preferences while choosing a job. We expect to obtain results that will clarify the tendencies of student choices while seeing some of the differences based on gender, or even one's previous experience. This will be relevant for job seekers in the future but also for businesses and recruitment agents. Inside a company but also within a faculty, the results of this study could be highly relevant. In our university, we can find multiple agents working in the recruitment process or working for recruitment associations, to match students and companies. These recruitment practices play a variety of roles in job seekers' decisions which ultimately show the importance of recruitment in job choice (Rynes et al,1991). Adding this study to

already previous research on the subject could facilitate the work for these agents which would ultimately lead to an improvement in the job searching process.

1.4.2 Societal relevance

This thesis holds societal relevance as it brings an analysis of the behavior of students in a relevant circumstance such as the job searching process. In a changing environment, due to the advancement in technologies but also due to the change in mentality, it will be relevant to see if we observe changes in students' preferences. Moreover, we will be analyzing the unique case of the Netherlands. A country exhibiting a strong labor market, with steady job growth and resilient economic conditions. Simultaneously, with insecurity due to high inflation and challenged by possible industry shifts due to automation advancements.

1.4.3 Academic relevance

Regarding previous research, multiple papers have researched the factors involved in the job searching process. Some of the papers have even focused their research on students in specific with some focusing on individual studies, such as the paper focusing on accounting students by Bundy et al. (1992), and the paper focusing on business students by Iacovu et al. (2004). Our plan in this paper is to further expand on previous research, as some of these papers are outdated. Moreover, we are also witnessing disorderly changes in the business and working environment (Szendrey, J, 2021) which could lead to changes in the preferences in the job searching process. Other researchers have exclusively focused their research on specific attributes, such as pay preferences (Cable et al. 1994), and on individual differences, such as gender (Tolber et al,1998). We will therefore consider previous results obtained to further expand the existing literature and to get to the necessary conclusions. Lastly, the literature concerning the job market in the Netherlands has been relatively scarce, with a limited number of studies addressing this topic.

1.5 Possible Limitations

Some limitations could be present in this study. This research will be composed of a theoretical part and empirical investigations, with some concerns likely appearing. Our qualitative part, which will be done through semi-structured interviews, can have limitations in terms of reliability and validity. Being a semi-structured interview, our interviewees are not given full flexibility to answer our questions. Despite our efforts to maintain a neutral position throughout the interview, there is a possibility that participants can be influenced by the interviewer's presence and demeanor, leading to interviewer bias (Ruslin et al., 2022). To reduce this interviewer bias we opted for several open questions, which according to Knight and Arksey (1999) there is much more scope for respondents to go beyond the researcher's preconception. Moreover, through our semi-structured interviews, we can have an in-depth exploration of our participants' perspectives, but these findings cannot be

generalized to a larger population (Anderson, 2010). This will be magnified in our case as our respondents will all be master's students at Erasmus University Rotterdam.

Our quantitative data will be obtained through the use of a survey. This method will bring some limitations as our sample will be limited mainly to master's at Erasmus University which do not fully represent the master's population in the Netherlands. This will limit the generalizability of our survey results. Another issue with our survey is the risk of self-selection bias through voluntary participation in our survey. Our survey will be actively shared through university and public groups with the risk that respondents to those surveys have different attitudes or experiences compared to non-respondents. Moreover, the theory of probability sampling is not being applied and all this can have an impact on the quality of our survey results (Bethlehem, 2010).

1.6 Research Structure

This research will be divided into five chapters: 1) Introduction, 2) Literature Review, 3) Research Methodology, 4) Results, and 5) Conclusion. Each chapter serves a distinct purpose, contributing to the overall understanding and analysis of the research.

Having introduced the research in Chapter 1, we move on to the Literature Review. In this chapter, we will go through our sub-questions, and we will try to answer each one of them through previous literature. Analysis and main findings will be concluded, and based on our research, hypotheses will be built.

In Chapter 3 we will explain the methodology used in our research. We will thoroughly explain how we collected our data and how we analyzed it. Moreover, we will emphasize on the sample used for our research while also focusing on the methods used to ensure that our results would not be biased. Moving to Chapter 4, where we will present our results and analyze them. Through our results, we will be able to test our hypothesis.

Lastly, in Chapter 5, we will come to our conclusions based on our literature study and our results. We will then try to answer our main research question. This will be followed by our recommendations and suggestions for future research while mentioning the limitations of our study.

By following this structured framework, this research aims to contribute valuable insights and make a significant impact in the job searching field.

2. Literature Review

2.1 What are aspects that people find important when choosing a job?

The attitude and the motivations behind job seekers' decision to select a job have been widely studied. Based on the assumption that when the level of attraction is high, job seekers develop a stronger intention to apply (Highhouse et al., 2003; Jaidi et al., 2011), researchers till recruitment agencies have had an interest in analyzing the attributes that incentivize job seekers to further understand job seeker's intentions towards job selection. Therefore, previous researchers have developed lists that had the intention to englobe the main attributes which they considered affected the selection of job seekers. These lists have shown a lack of consistency over time and one of the reasons being the use of different research methods across studies. Ranging from a selection of 5 attributes in Mc Ginty and Reitsch (1992) to 35 in Bundy and Norris (1992), this difference in approaches has led to an overarching number of conclusions with difficult extrapolation of the results to specific cases.

Even though researchers have disagreed on the selection of attributes, most of them have agreed on the division of factors into different segments. Most studies have agreed on the division of external and internal factors (Agarwala, 2008; Gokuladas, 2010; Wilkinson, 1996), while others have also emphasized adding institutional factors to the equation as well (Purohit et al., 2021).

Another of the main reasons behind this difference in results of previous studies is explained by the difference in attribute preference related to socio-demographic factors. The influence of gender in the job selection process has been extensively studied over time, with multiple studies indicating a significant impact on job seekers' preferences depending on one's gender (Browne, 1997; Bundy & Norris, 1992; Tolbert & Moen,1998). For instance, male job seekers tend to place a higher emphasis on financial benefits and salary compared to women in their career choice (Agarwala, 2008; Albugamy, 2014; Wilkinson, 1996). Other studies suggested that female students considered education and training for decent growth within the organization as some of the most important attributes (Agarwala, 2008; Ng et al., 2008; Gokuladas, 2010). In contrast with most findings, the papers by Turban & Keon (1993) and the one by Iacovu et al. (2004) did not confirm a direct gender effect. Even though there is an overall agreement with the gender effect, due to the difference in populations and the difference in timeline across studies, no extrapolation of the results can be done.

The other part of socio-demographic factors that could be affecting attributional preferences is the socio-economic status of job seekers. Socioeconomic status is defined as a measure of one's combination of economic, social, and occupational status (Baker, 2014). This socioeconomic status has been seen to be a major factor affecting one's career decision-making (Ferry, 2006; Ma & Yeh, 2005).

As mentioned before, numerous studies have agreed on the division of external and internal factors affecting the preferences of job seekers (Beyon et al., 1998). External factors, employee benefits related to compensation particularly, play a significant role in a job seeker's decision-making process. This influence is not only seen to be affecting the decision for students' career choice (Agarwala, 2008) but is also one of the main determinants in the job selection decision of employed job seekers (Boswell et al., 2012). Salary stands out as the primary employee benefit, and its positive impact on aspects such as job satisfaction has been widely studied (Malik et al., 2012; Tessema et al., 2013). This employee satisfaction has also been seen to create more commitment from these employees toward their organization, which ultimately leads to higher levels of performance and productivity for the organization (Steinhaus & Perry, 1996; Weiss, 2002). Salary has also been widely studied regarding job choice decisions, and it has often been characterized as one of the most influencing attributes in job seekers' decisions (Agarwala, 2008; Aycan & Fikret-Pasa, 2003; Cable & Judge, 1994; Chapman et al., 2005; Gokuladas, 2010). Even though multiple papers agree on salary being a determinant factor in the job searching process, other studies have concluded that non-monetary attributes could have a stronger effect on some people than monetary ones (Wang & Chang, 2019). Other studies concluded that if it reached an acceptable minimum pay level offered, any additional increase in pay would have little to no effect on the job selection decision (Iacovu et al., 2004; Rynes et al., 1983).

The following external attribute, which has been linked to job choice, is the one related to the job location. The location of the job has been a determinant factor for job seekers since the early ages. It used to be a strong barrier, where job seekers were only restricted from applying for jobs in their area. Nowadays, through globalization and advancements in mobility, the variability of opportunities to work in a different region or country is huge. Moreover, the rapid change in the working environment due to COVID has led to an opening of possibilities through the adaptation to remote and hybrid working in multiple industries (George et al., 2020; Ozimek, 2020). Even though these changes could have changed the conception of work location for some, it remains a determinant factor in the job searching process. Some studies have emphasized the importance of location for job seekers, relating it to their given importance to remaining close to friends and family (Albugamy, 2014; Wilkinson, 1996). The proximity between parents and children is beneficial to providing care and maintaining contact with each other (Joseph & Hallman, 1998; Knijn & Liefbroer, 2006; Smith, 1998). The costs of commuting are also a reason for the given importance of job seekers on the employment location, as time costs (Small et al., 2005), monetary costs (Cogan, 1981), and stress-related factors (Kluger, 1998) are enhanced the larger the commuting distance. Therefore, multiple studies have highlighted the importance of work location in the job seekers' decision process (Albugamy, 2014; Boswell et al., 2003; Taylor & Bergmann, 1987). Some studies, such as the one by Gokuladas (2010), which

investigated graduate job choice, concluded that location was one of the least important factors in graduates' job choice.

Moving on from the external factors affecting the preferences of job seekers, researchers have put their attention on the internal factors affecting job choice decisions. Some of the most recurrent internal factors affecting job selection across previous studies are the growth opportunities linked with the job and the work environment.

Growth opportunities and growth potential, referring to the potential of providing personal and professional growth (Purohit et al., 2021), have been determined as one of the main factors for job seekers when selecting a job. This desire for growth has often been linked with the level of ambition of someone, with higher levels of ambition likely engaging employees to search for a job (Bretz et al., 1994). The reasoning behind it is that usually searching for a new job is seen to obtain work-related ascendency, but also higher pay and recognition (Boswell et al., 2004). This growth opportunity is even more valued by students and new entrants. Research has found students value growth and advancement potential as some of the key factors in their job selection process (Bundy & Norris, 1992; Iacovou et al., 2004). They value the opportunity to enhance their knowledge in their new job (Thampoe, 2016).

The working environment is also a key aspect in the selection of a job. Multiple studies agreed that job seekers value a peaceful work environment (Albugamy, 2014; Gokuladas, 2010). Part of the new working environment is determined by the type of work. As mentioned, the Covid 19 pandemic has led to a rapid shift to remote and hybrid work (George et al., 2020; Ozimek, 2020). This way of working, which has created benefits for employers with new possibilities to attract employees and decrease costs (Felstead & Henseke, 2017), is becoming a determinant factor for job seekers. It affords job seekers more flexibility and more time to spend on aspects outside of work, such as in their family (Lord, 2020). The fact of not having to commute to work also eliminates all the negative factors that were related to it (Drašler et al., 2021). Moreover, some studies have found it to increase satisfaction and commitment from workers (Hunton & Norman, 2010). Other studies have found that remote work caused increased strain due to time spent coordinating with others and non-work stressors (Sewell & Taskin, 2015).

Lastly, researchers have focused on the role of institutional factors, such as education-related factors and company-related factors.

Education-related factors are a crucial factor in the job search process, specifically for graduating students who search for a job (Wilkinson, 1996), as students who recently graduated will likely choose a career path related to what they have studied or within their field.

Regarding institutional factors, previous papers have focused on the size of the company (Barber et al., 1999) and the values and role of the company/institution as determinant factors for job seekers.

In the paper by Barber et al. (1999), they suggested that firm size was an important element in the job search of college graduates in the U.S. They insisted on the differences in recruitment practices and differences in job seekers' attitudes depending on the size of the company. Lastly, they concluded that in their sample, there was a preference for large employers. This goes according to the results from Lievens et al. (2001), which suggested that prospective applicants were more attracted to medium-sized and large-sized organizations. On the other hand, the study by Turban & Keon (1993) reported that students were more attracted to small-sized organizations. During the pandemic, studies have observed a shift in job searches from early-stage startups to more established firms due to a tendency to lower-risk initiatives (Bernstein et al., 2020).

A match that has been widely studied is the one between one's values and the values of the company (or potential company). This concept, defined as "person-organization fit" (P-O fit), which has been defined as the compatibility between individuals and their firm (Kristof, 1996), has been seen to be a key factor for applicants as people prefer to work in an organization that reflects their values (Cable & Judge, 1996). In the study by Chen et al. (2016), it was concluded that actions promoting P-O fit could lead to a reduction of employee stress and lead to higher job satisfaction. On the other hand, Backhaus (2003) suggested that individuals do differ concerning the importance they give to the perception of fit in their job search. Linked to this need for value alignment in the work environment, we are observing a shift toward awareness of social and sustainable issues in society, from the younger generations in particular (Seemiller & Grace, 2016). This shift is also leading to a simultaneous change in practices from companies that are becoming more conscientious of the effects of socially responsible behavior (Smith, 2007). This change of practices by companies concerning sustainability is also due to the increasing involvement of governments in the provision of environmental regulations for companies (Wilkinson et al., 2001). This shift in society has also led to a shift in preferences in the job search. Companies with a better reputation for socially responsible behavior have been seen to be positively related to job pursuit intentions towards those companies (Backhaus et al., 2002; Behrend et al., 2009). The study by Montgomery & Ramus (2003) on MBA students reported that more than ninety percent of their respondents were willing to forgo financial benefits to work in an organization with better corporate socially responsible behavior. In contrast to these findings, the study by Leveson & Joiner (2014) reported that most of their sample were willing to trade off higher CSR values for greater extrinsic benefits.

As we observe, there are numerous discrepancies regarding how job seekers value the factors in play in the job searching process. While some consensus exists on their categorization, the specific ranking

of these factors remains subjective and can vary based on the demographics of the population and the timing of the study.

2.2 How do expectations of students differ from employed workers regarding the job searching process?

Although many job searching factors are similar between students and employed workers, significant differences exist in their expectations. This difference can be attributed to the disparity in experience, with new entrants compared to experienced employees, as well as essential generational differences. Gen Z, the generation born at the beginning of the year 1996 (Addeco, 2015; Dimock, 2019), is entering the workforce, and its implications are affecting the entire job recruitment and job searching process. It is expected that Gen Z will make up to 34% of the global workforce by 2025 (McCrindle & Fell, 2019), which has led to a general interest in understanding this generation's motivations and their way of thinking. This generation, which was born in the era of globalization and exposure to the internet and social media from a young age (McCrindle & Fell, 2019), is bringing new patterns of behavior which older generations must adapt to (Schroth, 2019). A study by Fry & Parker (2018) of Gen Z in the U.S. concluded that this generation has greater economic well-being, is more highly educated, and is more racially and ethnically diverse than any generation before. This has also led to the fact that this generation has had a lack of work experience compared to previous ones, with 26% of teens expected to have a job in 2024 compared to the 58% in 1979 and even 34% in 2014 (Morisi, 2017). They are also described as action-oriented, eager to innovate, and wanting to have an impact on the world (Kingston, 2014). Moreover, this generation is willing to work hard, but they expect to be rewarded for it (Patel, 2017). This leads to an attraction to organizations which can give them material attributes such as pay and instant gratification, but they also give significant importance to attributes such as the Corporate Social Responsibility of the company (Nguyen et al., 2022). Multiple studies have agreed on the commitment of Gen Z to environmental and socio-economic concerns (Seemiller & Grace, 2016). That has led to studies finding this generation giving a higher value to the organizational culture and values alignment of the company while selecting a job than to the earning and salary package (McCrindle & Fell, 2019). All this combined has made it necessary for companies to adapt themselves to these new priorities from this younger generation which is entering the workforce.

This difference in generations is intensified by the already existential difference of expectations by new entrants with the already employed workers with previous experience in the job searching process. These new entrants are entering full-time employment mostly for the first time and have, therefore, little to no experience with the functioning of the labor market environment (Turban et al., 2009). This often leads to an initial broad search process, which is followed by a more focused one

over time as new information is obtained (Barber et al., 1994). This intensive search also leads to new entrants seeking out more formal sources of job information, going from job postings to university service to employment agencies (Tziner et al., 2004). This whole process has a higher magnitude for new entrants as their first experiences could have a real effect on employment opportunities in the future (Kondo, 2007).

2.3 What are the differences between cultures regarding the job selection process?

As we mentioned before, socio-economic factors play a role in the job selection process. One of these factors is the cultural background of job seekers.

Culture is a determinant factor in how people think but also behave, and it can be crucial to understand people's decisions. An important cultural dimension, which has been widely studied, is the existential difference between individualism and collectivism. This dimension affects how individuals relate to each other and society (Agarwala, 2008). In a study by Hofstede et al. (2010), it was concluded that individualism tends to prevail in Western countries, while its opposite, collectivism, prevailed in Asian countries and less developed countries. Individualism is usually related to cultures in which the individual is in the middle and where everyone is expected to look after themselves (Hofstede, 2011). Collectivism is made up of cultures in which people are part of strong, cohesive groups in which loyalty prevails (Hofstede, 2011). These two dimensions have been mainly researched on a country basis, but some studies have also treated it on an individual aspect (Ramamoorthy & Flood, 2002). This goes according to the suggestion that even within a country, we observe a difference in cultural values, as a lot of countries' population is formed by a diversity of nationalities and ethnicities. In the paper by Arends-Tóth & Van de Vijver (2009), there is an emphasis on the cultural differences between the different cultural groups in the Netherlands. They highlight the cultural diversity in the Netherlands, due to immigration from historical Dutch colonies and the recruitment of cheap labor in the 60s mainly from Turks and Moroccans, and observe the differences between these ethnical groups.

As said, these dimensions can affect how an individual thinks and acts, affecting his perceptions and preferences while making choices. Therefore, also affects his idea and, ultimately, his selection of a job and career. Individualistic traits in career choice are linked to individual advantage, career progression, and a concern for material possessions and social status (Agarwala, 2008; Di Cesare & Sadri, 2003). On the other hand, in the study by Agarwala (2008), it was concluded that students with collectivist traits were more inclined to be influenced by their family, in this case, the father figure. This goes in line with other studies emphasizing the link between collectivism and closeness in the family relationship (Kwan et al., 1997).

More overall, there have been numerous articles examining the differences in values and behaviors in the work environment due to national and regional differences. In the article written in the Harvard Business Review by Cheng & Groysberg (2020), they found regional differences in the organizational culture style. They found that organizations in Africa were characterized by learning and purpose while organizations in Eastern Europe or the Middle East put more focus on values such as stability and safety. Linked to the remarks of individualism and collectivism, looking at the interaction within companies, they saw that companies in Western Europe and North America were leaning towards an independent culture style while companies in Asia or Australia were more characterized by interdependence and coordination. Through globalization, we are also observing more interactions among cultures, especially in big corporations, which is increasing the focus on understanding the differences in work cultures around the world. One of these articles which can be found on Condeco, analyses the work culture of different countries around the globe. Some examples can be how they mention that meetings in Asia are usually different than in Western countries, where participants are usually already familiar with the topic and the decisions have been already made. They highlight that Japan has been traditionally very work-focused and even though some changes have been made to increase flexibility, some of the deep-seated attitudes of Japanese will take more time to change. This goes according to numerous articles signaling the intense work culture in Japan (Ono, 2018; Iwasaki et al., 2006). On the other hand, they highlight the flexible working in Denmark 's work culture and the right to disconnect after work in France.

Since we are observing an increase in globalization, with a rapid introduction to remote and hybrid working, understanding and being able to adapt to these cultural differences will be key to the benefit of employers and employees. Moreover, these differences in cultures can be key to understanding attitudes and behaviors towards employment and job search.

2.4 What does the job market in The Netherlands look like?

In 2022, The Netherlands had an estimated population of 17.59 million (CBS), with approximately 55% of the population, or 9.695 million individuals, being employed (Statista, 2022). The Employment Rate in the Netherlands reached an all-time high in the fourth quarter of 2022 at 82.20 percent (Trading Economics, 2023). Out of the employed labor force, approximately 54% (5.276 million) were full-time workers, and about 41% (3.958 million) were part-time workers (Trading Economics, 2023). The proportion of part-time workers in The Netherlands is significant, to the point that no other country in Europe has such a large proportion of women and men working part-time (European Commission, 2023). Moreover, 15.7% of people in The Netherlands were self-employed in 2021, according to the World Bank. These so-called Freelancers, known in The Netherlands as ZZP'ers (zelfstandige zonder personeel), can choose to register with the Netherlands Chamber of Commerce KVC as a sole proprietorship (eenmanszaak) or a private limited company (besloten vennootschap) if they meet the needed requirements (Business.gov.nl, 2023).

This percentage of employment rate will likely increase in the short term as the retirement age was recently increased to 66 years and 7 months in 2022, with a further increase in 2023 to 66 years and 10 months and 67 years in 2024/2025 (European Commission, 2023). The current plan is that from 2026 onwards, that cap will be further increased if life expectancy continues to rise (European Commission, 2023). This approach of linking the retirement age to life expectancy is also present in multiple EU member states such as Cyprus, Denmark, Estonia, Greece, Italy, Portugal, and Slovakia (Finnish Centre for Pensions, 2023).

The Unemployment rate in the Netherlands is low, with a 3.5% rate in 2022 which equates to 350 000 people, according to the CPB. In data presented by Eurostat (2023) of the seasonally adjusted unemployment rates in the EU as of April 2023, only Germany, Malta, Poland, and Czechia had a lower rate than the Netherlands. Moreover, the numbers in the Netherlands were also far from the 6.0% unemployment rate average in the EU-27 (Eurostat, 2023).

In terms of education, 21% of the labor force has only basic education, 38% intermediate, and 41% higher (University or HBO degree) (European Commission, 2023). Regarding the occupation of Dutch workers, data shows that the health and welfare sector is the largest sector accounting for 1.5 million jobs (17%), this is followed by the retail and manufacturing sector having each 10% of the available workforce (European Commission, 2023).

Moving to the salary, the gross minimum wage as of 1 July 2023 in The Netherlands for workers aged 21 or older amounts to €1 995, this amount is adjusted twice a year by the government based on inflation and other factors changing (Ministerie van Sociale Zaken en Werkgelegenheid, 2023). Compared to countries in the EU Zone, this minimum wage level is just surpassed by Luxembourg, and Germany, and equaled by Belgium (Eurofund, 2023). The average salary in The Netherlands in 2023 amounts to € 3 333 (O'Leary, 2023).

In the Netherlands, if you run a company and you are hiring staff you will likely work with the collective labor agreement (Collective Arbeidsovereenkomst, CAO) (Business.gov.nl, 2023). This agreement is based between employers and employees on different working conditions, such as wages, pensions, or working hours (Business.gov.nl, 2023). There are two types of collective agreements, the sectoral collective agreements based within a sector and company collective agreements based within a company (Business.gov.nl, 2023). Negotiations between both sides are being made for all kinds of workplace issues.

2.5 What are the trends in the Dutch Job market?

The labor market in the Netherlands is strong and tight, with a shortage of staff in some sectors, such as ICT, healthcare, and education (De Nederlandsche Bank, 2023). It has been estimated that at the end of 2022, there were 442,000 vacancies in the market (De Nederlandsche Bank, 2023). These numbers are leading to tightness in the market, as the number of vacancies exceeds the number of unemployed. This difference will likely persist in the following years, as after recording a historic low in unemployment in 2022 with 3.5%, it is forecasted that unemployment will increase slightly to 3.8% in 2023 and 3.9% in 2024, still well below the rates pre-pandemic (European Commission, 2023). Moreover, with the current trend of the aging population in the country, which is leading to a reduction in the workforce, the labor market is expected to remain tight (De Nederlandsche Bank, 2023). Measures such as the increase of the retirement age by the Dutch Government are being taken to tackle this problem. There is also the fact that in 2022 there were more deaths than babies born for the first time since these figures have been measured (CBS, 2023). Still, not all are bad news, as the Dutch population increased in 2022 by almost 227 thousand to over 17.8, with an estimation of 17.86 million as of the end of May 2023 (CBS, 2023). It is estimated that this growth will persist in the next decades, with projections reaching the 20 million mark in 2056 (CBS, 2023). This growth is mainly due to external migration, with 402 thousand immigrants settling in the Netherlands in 2022 (CBS, 2023). This number exceeded the previous year's, mainly due to the large migration coming from Ukraine due to the war.

The Dutch inflation rate (Consumer Price Index) in June 2023 was at 5.7%, down from 6.1% in May and down from the high in September 2022 of 14.5% (CBS, 2023). This inflation is affecting the purchasing power of the Dutch population, and even though it is expected to observe a gradual drop in inflation in the remainder of 2023 and 2024 (European Commission, 2023), core inflation remains high. This will lead to wages likely going to be raised further to tackle purchasing power difficulties of the working people (De Nederlandsche Bank, 2023).

The rise of automation and new technologies is also a factor that is expected to impact not only the Dutch labor market but the labor markets in general. This has brought a real concern to the population, with an increasing fear of losing employment by seeing their work replaced by new technologies (McClure, 2018). This fear is genuine, as reports such as the one by Goldman Sachs (2023), as cited in Nolan (2023), mentioned how AI systems could affect around 300 million full-time workers worldwide. Automation is poised to impact various job sectors, such as tech jobs, the legal industry, and administrative jobs (Goldman Sachs, 2023, Mok & Zinkula, 2023). In the Netherlands, it is estimated that close to 1.6 million current jobs will become obsolete in the medium to long term (PricewaterhouseCoopers, n.d.). In their report, they emphasize the need to reskill workers and realign workers across regions to battle this issue. In contrast to these findings, researchers have also emphasized the fact that AI will contribute to the creation of jobs as well. In the article by Gaskell

(2022), he stated how AI is disrupting the labor market and not necessarily destroying jobs. This uncertainty regarding the impact of automation will likely shape the labor market in the near future.

As mentioned, the Collective Labour Agreement (CAO) is quite present in the Dutch Labour market. These agreements are also adapting themselves to the current trends in the labor market and are trying to address some of the issues to protect both employers and employees. For example, agreements are being made to adjust to the digital transformation, such as the Dutch Digitalisation Strategy brought up by the Government in 2018 to manage the digital transition (Nederlanddigitaal, 2020). Other agreements are being brought up from company's perspectives, to address work-life balance issues with flexible working arrangements or remote work options.

Based on the literature review, several key factors have been identified as potentially influencing master students job preferences in the Netherlands. Building on this, we hypothesize the following:

H1: "Salary is considered the most important factor by master students in The Netherlands in their selection of a job"

H2: "CSR is considered a key factor for master students in the Netherlands in their selection of a job

H3: "Dutch students are more satisfied with the recruitment process in the Netherlands than foreign students"

H4: "Work conditions are more important to master students in The Netherlands than commuting time"

H5: "Male students value more the salary than females in the job search"
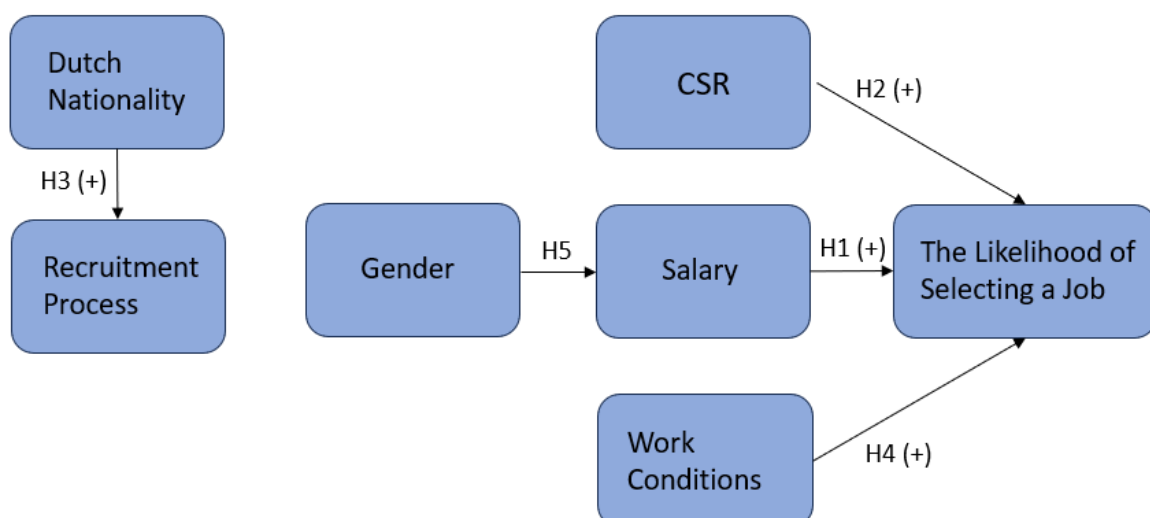

Figure 1: Conceptual model

3. Research Methodology

3.1 Qualitative and quantitative methods

In this research, we adopt qualitative and quantitative methodologies. Qualitative methods tend to be expressed in natural language, often focusing on particular individuals and contexts, using non-comparable observations, and tend to be analyzed informally (Gerring, 2017). These methods are most frequently done via in-depth interviews, focus groups, and observations (Moriarty, 2011). On the other hand, quantitative methods tend to be expressed in numbers and statistical methods, usually employ large samples, and tend to be focused on being able to generalize the results across a larger population (Gerring, 2017). Quantitative data is usually gathered through collection methods such as surveys or structured observations (Lewin, 2005). Both methods are frequently combined, the so-called mixed methods, using the strength of both approaches whilst improving on their weaknesses, leading to a more comprehensive definition of the researched topic (Scammon et al., 2013).

3.2 Data Collection

In this study, the mixed method will be conducted. The qualitative research will be performed through the use of interviews and quantitative research will be done via a survey.

For the interview process, 10 semi-structured interviews will be conducted with master students from Erasmus University Rotterdam. These interviews will be conducted mainly online via the Zoom platform. The reason behind this method is the ease of communicating through this software with the interviewee, making him comfortable during the process as they were all acquainted with the functioning of it. The interview starts with some socio-demographic questions, regarding the interviewee's age, gender, nationality, and study. Moving on in the interview, questions linked to his previous experience in the job search are asked. After this, questions regarding his current job searching process and his overall preferences in this process are presented. At last, a question regarding his overall thoughts on the recruitment process in the Netherlands and what he would change in the process. The structure of the interview can be found in Appendix A.

In the questionnaire, we start with some demographic questions, such as the age, gender, and nationality of the respondent. To make sure the respondent is currently a master's student in the Netherlands, a Yes/No question was asked regarding this, with a No-answer leading directly to the end of the interview and being considered an invalid response.

In the second part, questions linked to their previous and current experience with the Job Searching process in The Netherlands will be asked.
Moving on to the last part, our choice sets will be presented to perform a choice-based conjoint analysis. Through this analysis, we will be able to test different attributes and attribute levels to see

their impact on the respondent's preferences. First, an initial introduction is made regarding the attributes and attribute levels to provide background to the respondents. Students are then asked to choose the Job they would select among ten choice sets, each consisting of two job profiles with different combinations of attribute levels of the chosen attributes: Salary, Growth potential, Company's Size, the Working Conditions, Commuting Time, and CSR of the company.

	Job 1	Job 2
Salary	2664	3333
Growth Potential	Weak	High
Company Size	Large	Small
Work Conditions	Remote	Onsite
Commuting Time	More than 1h	Between 30min and 1 hour
CSR	High	Low

Figure 2: Example of a Choice Set used in the survey

The selection of the attributes and their levels has been made cautiously based on previous literature and the conclusions of our interview. This goes according with previous studies arguing that qualitative studies are best suited to derive the attributes for the choice experiments, as they allow to reflect more accurately the perspective and experiences of the respondents (Jeanloz et al., 2016). This step is crucial, as ignoring attributes that can be relevant in the choice experiment can lead to biased findings (Coast et al., 2012). The choice sets are made with the JMP software. These 10 choice sets are created out of a total of 234 total choice options. These 10 choice sets are being chosen after the JMP software created a fractional factorial design using an orthogonal subset of possible combinations of attribute levels, making it an optimally efficient design that avoids uninformative choice sets. Moreover, through the JMP software, we are also able to make use of effect coding, which allows us to weigh the different levels chosen differently. Through this and the fact that we added the supposedly most preferred level as the reference, we hope to get more accurate and insightful findings. These choice sets can be found in Appendix B.

3.3 Research Sample

Our sample of the semi-structured interviews was based entirely of master students at Erasmus University Rotterdam. To have more variability of respondents we tried to interview students from different backgrounds and nationalities. Additionally, we also made sure the interviewees were not all pursuing the same study. There are 8 different masters that we covered: MSc Financial Economics, MSc Marketing Management, MSc Business Information Management, MSc Business Analytics and

Management, MSc Management, MSc Quantitative Finance, MSc Strategy Economics and Management of Innovation master. All our respondents were currently searching for a job. The proportion of gender was distributed with six males and four females. Details on the demographics of our interviewees can be found in Appendix A, Table 6.

The survey reached a larger number of respondents. We collected responses from 218 individuals using the Qualtrics software. Looking at our sample before making the necessary adjustments, we already noticed an imbalanced distribution in terms of gender. Specifically, a much higher share of male respondents participated in our survey. As mentioned before, we tried to make sure that our respondents were masters or had recently graduated with one in the Netherlands. Consequently, respondents who indicated otherwise were deemed irrelevant to our analysis. Moreover, some adjustments also have to be made regarding respondents that did not finish the survey or respondents that spent too little or too much time on it, making them invalid too. The main distribution channels for our survey were academic groups with mainly students from Erasmus University. Some external channels, such as Survey platforms such as Surveycircle and Surveywap were also used. Finally, the survey was also shared through social media channels trying to reach a larger audience but making sure to state clearly the requirements to participate in this survey.

3.4 Data Analysis Approach

After having reviewed the existing literature regarding the job searching process, we prepared accordingly a selection of questions for the interview process. After conducting the 10 semi-structured interviews, the recordings were transferred to a transcribing program, which allowed us to transcribe these audios to text and export them to a Word file. Afterward, some manual adjustments to the transcription had to be made to have the data ready to analyze. To conduct our analysis, we first summarised the responses received for our key questions and identified commonalities among the answers provided by our respondents. The second step was to identify some of the interesting thoughts and insights the interviewees gave us and highlight them. The transcriptions and a summary of the findings can be found in Appendix D and A, respectively.

Concerning our survey, all the data gathered through Qualtrics was exported to Excel, to reshape it and delete the invalid or missing responses. After this process, we exported the data back to the JMP software. The data had to be reshaped and stacked again to be ready to analyze within this software. Within the JMP platform, we made use of different statistical methods, including the Likelihood Ratio Test, Effect marginals, and Utility profilers.

4. Results

4.1 Results semi-structured interviews

Throughout our 10 interviews we learned interesting insights on the current feeling of masters in the Netherlands about the Dutch Job Market and a further insight on factors that play a role in the post-graduate job decision process.

Out of our sample, nearly all our respondents had previous work experience, with some having had multiple jobs already. Most of them mentioned that experience and salary were the main reasons for them to choose those jobs. Furthermore, flexibility was often mentioned as these jobs were mainly part-time, and the fact that they were pursuing a study at the same time. Also interesting was the search and selection process for these jobs. For most, it was an easy process to find an internship or part-time job. Some of them even mentioned how they got the specific job through their family's network.

Going through their current search, all the respondents mentioned that their main source to look for a job was the LinkedIn platform. Only some mentioned other sources playing a role, such as the company's websites or other recruitment pages such as Indeed. The reason behind their use of LinkedIn was the ease of use of the platform and the variability of opportunities and job offers on the platform. Some also mentioned the already established network they created on the platform which helps them be up to date with the current job offerings in the market.

Regarding the difficulties in the process and the time consumption of it, the respondents differed. Some followed up on the facilities to find a job through LinkedIn which ultimately led them to spend less time on the search. Others mentioned how they were struggling more to find a job than what it took them to find an internship, mentioning the competition in the market leading the process to be more time-consuming.

In our sample, we observed differences about the fluency of our interviewees in the Dutch language. Furthermore, we asked a question linked to their facilities or complications in the job search depending on if they spoke the language fluently or not. It was interesting to see that all the respondents agreed on the importance of speaking Dutch to find a job in the Netherlands. They mentioned how multiple jobs require one to speak the language to apply for them, while others do not require the language but have the description in Dutch. Non-fluent respondents mentioned how they felt it was more complicated to get a job for them compared to a fluent competitor even if the description did not ask for a language requirement. At the same time, fluent respondents felt they have more opportunities due to the language advantage.

In terms of the factors that played a role for our interviewees in the job searching process, we observed some resemblance to our findings in the desk research.

As expected, 7 out of the 10 respondents mentioned salary as one of the main factors that played a role in their decision process. For most, salary played a decisive role in their decision process mentioning their status of having been a student with the consequent need for money.

The culture and the environment of the company were also considered by 6 of our interviewees. They mention the importance they give to the values of the company for their decision and, also the importance of the working environment at the company.

Moreover, they also emphasize the importance of the company being in their area of interest. Most of them, want to find a job in the field they have studied in or already did an internship in.

Other two factors which were mentioned multiple times were the size and the location of the company. Regarding the size of the company, we found some discrepancies within our respondents as 2 preferred larger companies while others had a preference for startups. Moreover, two interviewees mentioned their preference for an international company to have the opportunity to work abroad in the future, hinting at a preference for a larger company. The location of the company was brought up as a main factor for 5 of our interviewees. Even though most of them mentioned that they would be able to adapt to a larger commuting distance they preferred the company to be at a reachable distance.

Four interviewees emphasized the importance they gave to the growth and advancement potential when applying for a company. They want to be able to grow within the company and be challenged on a daily basis.

Surprisingly, the factor of being able to work remotely was also mentioned by one of our interviewees. He highlighted the flexibility that this method of working could give them.

Lastly, 8 of our 10 interviewees had a positive sentiment toward the recruitment process in the Netherlands with the other 2 having a rather neutral opinion. When asked on what could be improved or changed in the process, several mentioned the preference for a more direct process with companies answering more quickly to job applications as they mention how multiple companies do not even answer. Moreover, they ask for more transparency in the process and less Dutch influence is also asked by some of our international interviewees.

Details regarding the demographics of our interviewees and a summary of the results can be found in Appendix A, Table 6, and Table 7.

4.2 Likelihood Ratio Test

To be able to answer some of our research questions we will make use of the Likelihood Ratio Test. This test determines whether the factors used are statistically significant and whether the inclusion of each attribute significantly improves the fit of the model. To determine the significance of each attribute the p-value will be analyzed, with a p-value lower than 5% meaning the significance of the factor. This test has been performed in diverse conditions to determine the effect and significance in multiple scenarios. The first model which we will analyze is based on a test with only the main factors and without any control variables (Table 1).

Table 1: Likelihood Ratio Test of the effect of the main factors

Factors	L-R ChiSquare	DF	Prob > ChiSq
Salary	88.430	2	<.0001*
Growth Potential	41.159	2	<.0001*
Company Size	1.932	1	0.1646
Work Conditions	1.159	2	0.5602
Commuting Time	8.344	2	0.0154*
CSR	5.373	1	0.0204*

Upon analysis, it becomes evident that several factors show to be significant. Notably Salary, Growth Potential, Commuting Time, and CSR exhibit clear significance in influencing job choice behavior among respondents. On the other hand, the Company's size and the Working conditions emerge as statistically insignificant, signifying their limited impact on the preferences expressed by our surveyed participants.

In Table 2 we can observe our second model where we added the control variable gender to the main factors. Adding this variable has caused that none of the main factors seem to show significance. This shows that when we account for gender as a controlling factor, the individual contribution of the main attributes seems to be less pronounced. On the other hand, the interaction of some of the variables shows to be significant. According to our model in Table 3, the interaction of gender with salary and gender with commuting time has a significant effect on our respondent's preferences. This means that the effect of salary and commuting time on choosing a job profile can depend on the specific gender of the respondent. These specific differences in the preferences of our respondents depending on their gender will be looked at in detail.

Table 2: Likelihood Ratio Test of the effect of the main factors with the control variable gender

Factors	L-R ChiSquare	DF	Prob>ChiSq
Salary	2.805	2	0.2459
Growth Potential	2.611	2	0.2711
Company Size	0.000	1	1.0000
Work Conditions	0.750	2	0.6871
Commuting Time	3.756	2	0.1529
CSR	0.000	1	1.0000
Gender*Salary	18.512	6	0.0051*
Gender*Growth Potential	4.181	6	0.6522
Gender*Company Size	0.456	3	0.9285
Gender*Working Conditions	5.355	6	0.4991
Gender*Commuting Time	22.303	6	0.0011*
Gender*CSR	0.268	3	0.9659

4.3 Effect Marginals

To calculate the factors which are given the most importance by our respondents we make use of the effect marginals analysis. Through this analysis, we will be able to answer some of our hypotheses and start to build a response to our main research question. To perform this, the marginal utilities of each factor will be taken and then compared (see Appendix C). The marginal probability expresses the probability that a respondent would choose a certain level of a factor. To find the importance of each factor, the range between the highest and the lowest marginal utility is looked at and that is then divided by the sum of all ranges. Results can be found in Table 3.

Table 3: The Effect Marginals calculated with the importance of the attributes

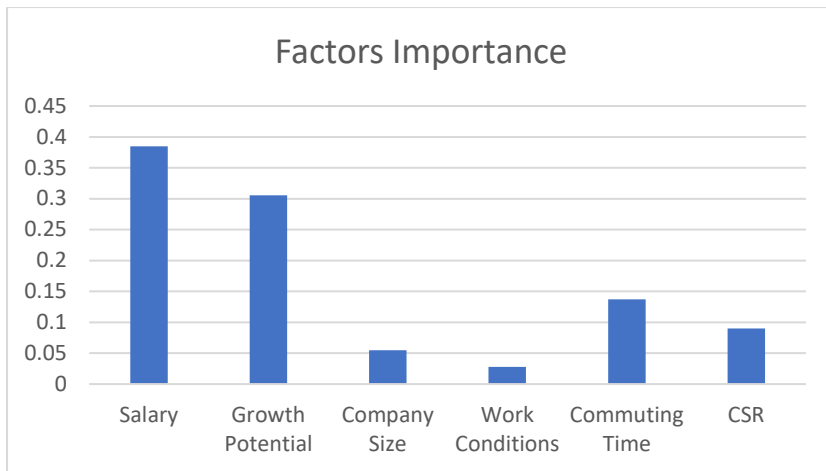| Factors	Range	Importance
Salary	0.7618	0.3850
Growth Potential	0.6040	0.3053
Company Size	0.1081	0.0546
Work Conditions	0.0551	0.0278
Commuting Time	0.2713	0.1371
CSR	0.1783	0.0901

Figure 3: The importance of each factor

From Figure 3 it can be seen how the Salary is the most important factor for our respondents. It is closely followed by the Growth Potential, meaning these two factors are the ones that affect our respondents the most when it comes to choosing between our job profiles. Far from these two factors, the third most important factor for our respondents is the commuting time which is closely followed by the CSR. It seems that the Company's Size and the Working conditions seem to be indifferent to our respondents in their job choosing decision. This seems to be consistent with the results from our Likelihood Ratio Test which showed these two factors to be statistically insignificant and further enhancing the notion that these two factors play a limited role in shaping preferences for our respondents.

4.4 Utility Profilers

Our last analysis will be made with the use of utility profilers. Utility profilers are visual analytical tools used to represent the relative preferences and utilities of respondents for specific attributes and their levels. This will provide us with an insight into the desirability of the specific levels we chose for our Conjoint Based Analysis and will give us the optimal combination of factors for our respondents. This will determine the ideal job description based on the preferences of our surveyed participants.
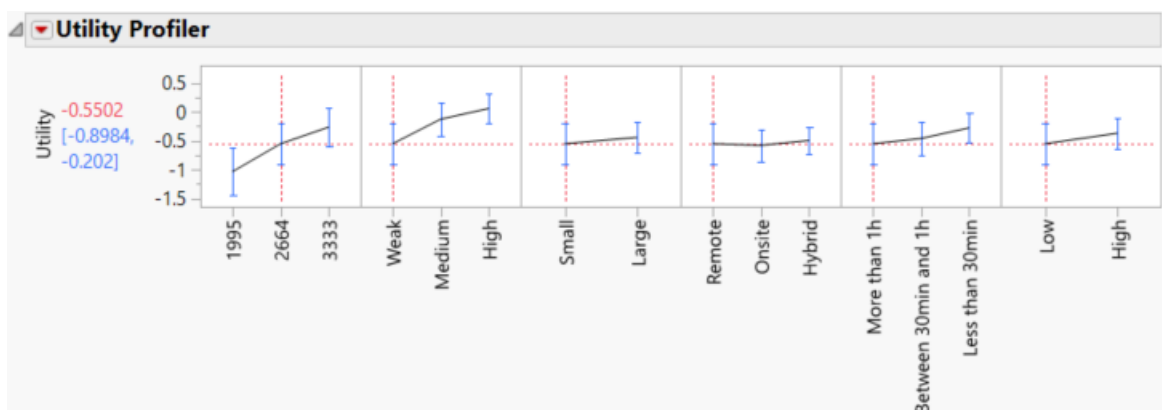

Figure 4: Utility Profilers for total respondents

Table 4: Optimal factor level combination

Factor	Optimal factor level
Salary	3333
Growth Potential	High
Company Size	Large
Work Conditions	Hybrid
Commuting Time	Less than 30 min
CSR	High

As we can observe in Figure 4 and Table 4, the combination which maximizes the utility of our respondents and is, therefore, the ideal combination in a job offer is a salary of 3333, a high growth potential, a large company, a hybrid work condition, a lower commuting time and a high corporate social responsibility.

Looking at the Utility Profilers based on gender in Appendix C (Figure 5 & Figure 6), we find some interesting differences. Following our results of the Likelihood Ratio Test with gender as a control variable, we find some differences regarding the sensitivity and preferences between males and females for salary and commuting time. As observed, female respondents were more sensitive to salary and commuting time than male respondents getting a higher utility the higher the salary and the lower the commuting time.

4.5 Hypothesis results

Based on the findings of our literature review we were able to form several Hypotheses. Through the analysis of our results from the qualitative and quantitative data, we can test each Hypothesis individually. A summary of the results of the Hypotheses testing can be found in Table 5.

- H1: "Salary is considered the most important factor by master's students in The Netherlands in their selection of a job"

Our first hypothesis was built under the assumption that salary is the most important factor for a master's in the Netherlands while selecting a Job. This assumption was based on an alignment of previous desk research mentioning salary as a key factor in the job selection process. Looking at our results, we can observe that salary was significant when no interactions were included. Adding the gender interaction, the significance of the individual attribute disappeared but the interaction with the control variable was shown to be significant. This makes us assume that the effect of salary can be dependent on the gender of the respondent. Looking at our effect marginals test, we observe that salary is the most important factor for our respondents. Moreover, from the interview process, we also conclude on the importance of salary in the job selection process with 9 out of 10 interviewees

mentioning it as one of the main factors in their process. These results from both the interview and survey support the hypothesis that salary is considered the most important factor in the job selection process.

- H2: "CSR is considered a key factor for master students in the Netherlands in their selection of a job"

The second hypothesis assumes that the Corporate Social Responsibility of a Company is key for a master's in the Netherlands when selecting a job. This assumption is based on our research where we found evidence of the given importance by students and especially Gen Z, on environmental and social-responsible behavior by companies. We found evidence for a need of a value alignment from job seekers with the potential company. Based on our results, we see that without any interactions with control variables CSR seems to be a significant factor. This significance disappears once control variables are included and no interaction shows to be significant either. Looking at our effect marginals test, we observe that CSR is only considered the 4th most important factor for our respondents only ahead of the Company's size and the Work conditions. At last, during our interviews, there was only one mention of the values of the company being a main factor for our interviewees. Based on our results, the hypothesis mentioning CSR as a key factor is rejected.

- H3: "Dutch students are more satisfied with the recruitment process in the Netherlands than foreign students"

Our third hypothesis was based on the belief that Dutch students would have favorable treatment in the recruitment process and would, therefore, have a better sentiment toward it. Looking at our interview results, we observe how most of our interviewees are in general satisfied with the recruitment process in the Netherlands. We did also observe a similar belief between Dutch and Non-Dutch interviewees regarding the importance of speaking Dutch for the recruitment process. Looking at our survey, we observe how a vast majority of Dutch students had a positive sentiment toward the recruitment process while non-Dutch students had a more neutral sentiment (Figure 7, Appendix C). Our sample had a high percentage of Dutch students compared to non-Dutch. Based on our results a rejection of this hypothesis cannot be made but further analysis should be performed.

- H4: "Work conditions are more important to master students in The Netherlands than commuting time"

Our fourth hypothesis compares two of our chosen factors, assuming that work conditions are a more important factor for a master's in the Netherlands than commuting time. This is based on our findings on the development in the working conditions. We found that remote and hybrid working has developed these last years and that due to the pandemic, this advancement has accelerated. Looking at our results, we observe how the work conditions seem to be an insignificant factor for our respondents

while the commuting time shows significance. Moreover, looking at the effect marginals test we see that the working conditions was considered the least important factor for our respondents. On the other hand, the commuting time was considered the 3rd most important factor for our respondents. In our interviews, the location was mentioned as a main factor by several interviewees while the possibility of working remotely only by a few. To conclude, the findings in our quantitative and qualitative research seem to reject our hypothesis that work conditions are a more important factor than commuting time for masters in the Netherlands.

- H5: "Male students value more the salary than females in the job search"

Our last hypothesis is focused on the differences based on gender linked to salary. We expected to find significant differences between males and females with regard to their given importance to the salary. It is usually mentioned that male respondents are more salary sensitive than women in their job search. Looking at our results, we see the opposite effect. As observed in Table 2, the Likelihood Ratio Test with gender as a control variable shows a significant effect of the interaction between gender and salary signalizing a difference of preferences between genders with regards to this factor. Moreover, looking at the Utility Profilers based on gender in Appendix C we observe how our female respondents were more sensitive and gave more value to the salary than male respondents. These results seem to reject our hypothesis that male students value more the salary than female students in their job search.

Table 5: Summary of Hypotheses Testing

Hypothesis	Outcome
H1: Salary is considered the most important factor by master's students in The Netherlands in their selection of a job	Supported
H2: CSR is considered a key factor for master students in the Netherlands in their selection of a job	Rejected
H3: Dutch students are more satisfied with the recruitment process in the Netherlands than foreign students	Inconclusive
H4: Work conditions are more important to master students in The Netherlands than commuting time	Rejected
H5: Male students value more the salary than females in the job search	Rejected

5. Conclusion

In this final chapter, we will summarize our findings and we will try to answer our main research question. Moreover, we will also mention the limitations of our research with further recommendations for future research into the job market.

5.1 Answering our main research question

Our research objective was to answer this question:

-What do master students find important when selecting their post-graduate job in The Netherlands?

Throughout our research, we mentioned different factors that could play a role in the job selection process of a master's student in the Netherlands. After doing our desk research and conducting our semi-structured interviews, we chose 6 factors to present in our Choice Profiles for our Conjoint Based Analysis. These factors were the Salary, the Growth Potential, the Company's Size, the Work Conditions, the Commuting Time, and the CSR. Our results part showed that the salary and the growth potential were the two factors showing the highest significance in affecting our respondent's decision to select a job. Moreover, these two factors were also the ones which our respondents gave the most importance to with salary being considered the most important factor by our respondents. This did not come as a surprise as we expected from our desk research that the salary would be the most determinant factor in the job searching process. The commuting time and the corporate social-responsible behavior of the company were also shown to be significantly affecting the decision process of our respondents. Far from the two main factors, commuting time was shown as the 3rd most important factor with the CSR of the company close behind. Contrary to our expectations, the importance attributed to CSR was not as significant as we had anticipated. Surprisingly our two other factors, the Company's size, and the Work conditions, were found to be statistically insignificant and have lower importance values in influencing respondents' choice behavior. This alignment between insignificance and lower importance emphasizes the notion that these attributes play a limited role in shaping the preferences of our respondents.

An important conclusion taken from the semi-structured interviews is the perceived importance by our interviewees of speaking Dutch in the recruitment process in the Netherlands. Both, Dutch-speakers, and non-Dutch speakers, mention the fact that multiple job offers that are available in the market have the requirement of speaking Dutch. Moreover, offers open to non-Dutch speakers, still have parts of their job description only in Dutch making it difficult to apply if you do not speak the language. This emphasizes the given importance in the recruitment process in the Netherlands for speaking the language and the perceived importance by both groups of students of this circumstance.

Lastly, there is an overall satisfaction with the recruitment process in the Netherlands. Our interviewees had commonalities regarding their use of platforms such as LinkedIn and an awareness and understanding of the job selection and application process in the Netherlands.

5.2 Limitations of the research

At the beginning of our paper, we mentioned some of the possible limitations that could be present in our research methods. After completing our research some of the risks were recognized. As mentioned, there was a risk that our sample would be mainly from Erasmus University as groups from this university would be the main channel of distribution. This with the added fact that we ended up with a small sample of 180 respondents, makes it difficult to generalize our results as a true representation of master's in the Netherlands. Moreover, our sample encountered a surprising proportion of gender with only 21.1% of females compared to 75.6% of males. This overproportion of males participating could be explained by some of the distribution channels used which had a higher percentage of males. This distribution of gender is not a correct representation of the master's population in the Netherlands and therefore, hinders our generalization of the results obtained. Regarding our selection of factors for our conjoint-based analysis, some other factors such as the job being part-time or not or the complexity of the application process, could have been considered and been also significant to respondents.

5.3 Recommendations

Due to the mentioned limitations of our study, several recommendations can be made for future research on this topic. First, with more time and possibilities a bigger sample of master's students from different Dutch universities and different faculties can be used in an effort of obtaining a fair representation of this population. Moreover, with a bigger sample, a more complex conjoint-based analysis can be performed with the possibility of adding more attributes which could be influencing the job selection process and, therefore, obtaining more precise results. As observed from our results, our sample from the semi-structured interview and the survey, are in general satisfied with the recruitment process in the Netherlands. Those are positive news for recruitment agencies in the Netherlands and speak for the correct functioning of the labor market in this country. Nevertheless, some recommendations were made by our interviewees which could be relevant for agencies and future researchers. As mentioned, interviewees highlighted the significance of speaking the Dutch language to find a job in the Netherlands. This recognition should be an incentive for international students to learn the language during their studies here. Given the importance, more efforts should be made by universities and recruitment agencies side to highlight the importance to incoming students to enforce the learning of the language. This should be a priority as the share of international students has been increasing and this could create a possible problem in the future as there could be a missing match between the supply and demand of labor in this country.

From our results, we concluded that Salary and Growth Potential within a company are the two main factors when selecting a job for masters in the Netherlands. These two factors were specifically mentioned by our interviewees as two factors that are difficult to observe in job descriptions and job offerings. This gives room for improvement for companies and recruitment agencies as they should try to highlight these factors in their offers which would incentivize a larger pool of job applicants.

Regarding the corporate social-responsible behavior of a company and the working conditions, further research should be done. As said, we expected these two factors to have a bigger influence on our sample due to our desk research and previous studies. A reason behind this could be the composition of our sample, with a majority of business and economics students in both, our survey and semi-structured interviews. We, therefore, recommend a proper analysis of these two factors given their current relevance, with a more diverse sample to obtain a correct representation of these factors in the job selection process in the Netherlands.

Finally, due to the mentioned changing conditions with the rise in automation which holds the potential to impact the labor market in this country but also the permanent change in economic and social conditions, it is imperative to conduct consistent and recurring research and analysis in this topic. This has to be made to correctly depict the preferences of students in the job search and see how those preferences evolve over time.

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Appendices:

Appendix A (Interview Questions and Data):

- Hello, thank you for participating in my research of the job market and job selection process of master students in the Netherlands. I will conduct an interview and ask specific questions which should last 10 till 15 minutes. For research purposes I will have to record this conservation but no use will be done outside of this research. Is that okay with you?

- What is your gender, age, and nationality?

- Are you currently enrolled at a Dutch University? If yes, which one?

- Which course are you studying?

- Do you speak Dutch fluently?

- Have you had previous work experience, such as an internship or a part-time job?

  If yes, what made you chose that specific internship or job?

  If yes, how was the search and selection process?

- Are you currently searching for a Job?

  If yes, which method do you use the most (online job platforms, professional networking, social media) while searching for a job? Why that one?

- What would you say, is your current experience with the job searching process? Is it rather a complicated or straightforward process?

- How much time per week would you spend on average in this process?

- If no Dutch, have you felt more complications in the job searching process because you did not speak the language?

- If Dutch, have you felt more facilities in the job searching process because you did speak the language?

- What are the main factors for you when choosing a job?

- Do you observe those factors in the different job offers?

- What are you overall thoughts on the recruitment process in the Netherlands, and what would you change personally?

Table 6: Demographics of the Interview

		Percentage
Gender	Female	40%
	Male	60%
Age	20-21	10%
	22	70%
	23 or older	20%
Fluency in Dutch	Yes	40%
	No	60%

Table 7: Summary of the Interview

		Percentage
Factor Mentions	Salary	70%
	Culture/Environment of the Company	60%
	Area of Interest	70%
	Location	50%
	Company Size	40%
	Growth/Advancement Potential	40%
	Possibility of Working Remotely	10%
Time Spent	Less than 5 hours	50%
	Between 5-10 hours	40%
	Between 10-15 hours	10%
Overall thoughts of the recruitment process in the Netherlands	Satisfied	80%
	Neutral	20%
	Dissatisfied	

Appendix B (Choice Sets):

	Job 1	Job 2
Salary	2664	3333
Growth Potential	Weak	High
Company Size	Large	Small
Work Conditions	Remote	Onsite
Commuting Time	More than 1h	Between 30min and 1 hour
CSR	High	Low

	Job 1	Job 2
Salary	2664	3333
Growth Potential	High	Weak
Company Size	Small	Large
Work Conditions	Onsite	Hybrid
Commuting Time	Less than 30min	Between 30min and 1 hour
CSR	Low	High

	Job 1	Job 2
Salary	3333	1995
Growth Potential	Weak	Medium
Company Size	Small	Large
Work Conditions	Onsite	Remote
Commuting Time	More than 1h	Less than 30min
CSR	High	High

	Job 1	Job 2
Salary	1995	2664
Growth Potential	Medium	High
Company Size	Large	Small
Work Conditions	Hybrid	Remote
Commuting Time	More than 1h	Between 30min and 1h
CSR	Low	High

	Job 1	Job 2
Salary	2664	1995
Growth Potential	Medium	High
Company Size	Small	Large
Work Conditions	Onsite	Remote
Commuting Time	Less than 30min	Between 30min and 1h
CSR	High	Low

	Job 1	Job 2
Salary	3333	2664
Growth Potential	Medium	Weak
Company Size	Small	Large
Work Conditions	Remote	Onsite
Commuting Time	More than 1h	Between 30min and 1h
CSR	High	Low

	Job 1	Job 2
Salary	1995	3333
Growth Potential	Medium	Weak
Company Size	Large	Large
Work Conditions	Onsite	Hybrid
Commuting Time	Between 30min and 1h	Less than 30min
CSR	High	Low

	Job 1	Job 2
Salary	1995	2664
Growth Potential	Weak	Medium
Company Size	Small	Large
Work Conditions	Onsite	Hybrid
Commuting Time	Less than 30min	More than 1h
CSR	High	Low

	Job 1	Job 2
Salary	1995	3333
Growth Potential	High	Medium
Company Size	Small	Large
Work Conditions	Hybrid	Remote
Commuting Time	More than 1h	Between 30min and 1h
CSR	High	Low

	Job 1	Job 2
Salary	2664	3333
Growth Potential	Medium	High
Company Size	Small	Large
Work Conditions	Hybrid	Onsite
Commuting Time	Between 30min and 1h	More than 1h
CSR	Low	Low

Appendix C (JMP Results):

Effect Marginals (for all 6 factors used in our research)

Marginal Probability	Marginal Utility		Salary
0.2104	-0.41306		1995
0.3391	0.06433		2664
0.4506	0.34873		3333

Marginal Probability	Marginal Utility		Growth Potential
0.2297	-0.34184		Weak
0.3501	0.07966		Medium
0.4202	0.26218		High

Marginal Probability	Marginal Utility		Commuting Time
0.2937	-0.12024		More than 1h
0.3211	-0.03080		Between 30min and 1h
0.3852	0.15105		Less than 30min

Marginal Probability	Marginal Utility		CSR
0.4556	-0.08914		Low
0.5444	0.08914		High

Marginal Probability	Marginal Utility		Company Size
0.4730	-0.05403		Small
0.5270	0.05403		Large

Marginal Probability	Marginal Utility		Work Conditions
0.3301	-0.00928		Remote
0.3212	-0.03654		Onsite
0.3488	0.04582		Hybrid

Utility Profilers

Figure 5: Utility Profilers for male respondents

Figure 6: Utility Profilers for female respondents

Contingency Table with Nationalities and Overall feeling of respondents

Contingency Table

Count Total % Col % Row %	Overall feeling					Total
	Dissatisfied	Neutral	Satisfied	Very Dissatisfied	Very Satisfied	
Netherlands	1	17	104	3	4	129
	0.56	9.44	57.78	1.67	2.22	71.67
	9.09	39.53	90.43	60.00	66.67	
	0.78	13.18	80.62	2.33	3.10	
Other	4	4	1	1	2	12
	2.22	2.22	0.56	0.56	1.11	6.67
	36.36	9.30	0.87	20.00	33.33	
	33.33	33.33	8.33	8.33	16.67	
Somewhere else in Europe	6	22	10	1	0	39
	3.33	12.22	5.56	0.56	0.00	21.67
	54.55	51.16	8.70	20.00	0.00	
	15.38	56.41	25.64	2.56	0.00	
Total	11	43	115	5	6	180
	6.11	23.89	63.89	2.78	3.33	

Nationality (row label on left side)

Figure 7: Overall feeling and Nationality combinations

Appendix D (Interview Transcripts):

Interview 1 (Male)

1) What is your gender, age, and nationality?

   I am a male and I am from Poland. I am 22.

2) Are you currently enrolled at a Dutch university? And if yes, which one?

   Yes, I am enrolled as a master student at Rotterdam School of Management.

3) Which course are you studying?

   I am studying business analytics and management.

4) Do you speak Dutch fluently?

   No, I do not.

5) Have you had a previous work experience, such as an internship or a part time job?

   Yes, I worked over the summer in a bank, but that was just for two months, and now I am currently also working.

6) What made you choose that specific job/jobs?

   They were both in my area of interest and the salary, of course. Some extra money for a student is very important and it gives additional experience. Then I think if you work during your studies, it is also beneficial for your future career.

7) How was the search and the selection process for those jobs?

   I liked the people during the interviews, I felt like I fitted in the teams well. And then we shared some common interests. In both cases, it was the case that we talked about sports a little bit, so since I am into sports, we found a common ground, which was nice. That made me pick the job, because I knew when I would go there, I would not be an outsider. Obviously, when it was in person, I also saw the office, so I liked how the company looked. They told me all about their week schedule, how it looks, and then I accepted the job position.

8) And are you currently searching for a job?

   Yes, I am. I am going to graduate from Master's, so I want, like, a full-time job.

9) And which method do you use the most while searching for a job? Like online job platforms, professional networking, social media?

I solely use LinkedIn for jobs.

10) And why that one?

Because I feel like LinkedIn is a platform where you can find a job you like in any industry, and then there are so many job opportunities. I have a feeling that all the companies just post their offers there, and wherever I go on any other platforms, it's overlapping, so I just stick to LinkedIn.

11) What would you say, is your current experience with the job searching process? Is it rather complicated or do you think it is rather straightforward?

It depends on the company. I believe it is a tedious task because some companies require a cover letter as well, which I do not really understand personally. Because then during the interview, they mostly cover the topics from the cover letter. And writing a cover letter for each single application is a really tedious task and takes a lot of time. So, I find it a bit unnecessary and also frustrating when you have to write a lot of that. But besides that, there are companies that only require a CV and they make it easy for you to apply, for example, automatic applications via LinkedIn, which is also a nice feature of this platform. You do not even need to go on the company's website to apply for a job. You simply click Apply via LinkedIn and then all the fields fill in automatically.

12) How much time per week would you spend on average in this process?

I think around 15 hours per week.

13) Have you felt more complications while looking for a job or while applying for different offers just because you did not speak the language here in the Netherlands?

Yes, I believe so, because there are many openings that require you to speak Dutch, which I understand because it is the Dutch market. But still, I sometimes feel like some companies, even though the opening does not require to speak Dutch, the recruiters still prefer a Dutch speaking person because maybe most of the companies are Dutch speaking or they are just Dutch and they prefer someone local rather than international.

14) What are the main factors for you when choosing a job or when selecting a job?

Yeah, for me, it is important for the job to be in my area of interest. I want my future job to be in this field I am currently studying in. Also, the size of the company. I prefer bigger companies where I can see the maybe not the size, but that I see the future in the company.

When I apply for a position, I would like to know that I can stay there for a longer time and then steadily advance in the ladder of the company. Also, the financial aspect, I obviously look at money as well. If I had two similar jobs and one paid more, then I would go for the one that pays more.

15) And would you say you observe those factors or those different characteristics while looking for a job?

It is difficult to see because some companies, they do not really post the salary or they do not tell you how the job really looks.

It was the case in one of the jobs that in the offer, there were all sorts of tasks for me to do in the future, and then it turns out it is just one task. It is very repetitive. The ladder is not there it is difficult to see via LinkedIn. I think you can really see it when you go in person to the company and then talk and ask these direct questions, because some recruiters, they do not want to reveal the salary until the very end of the process. So that is a bit confusing sometimes.

16) What are your overall thoughts on the recruitment process in the Netherlands?

And what would you change personally?

Yes, I think the whole process is nice. I prefer to have conversations in person, so I would change that. Maybe the first stage can be done online, but then it's nice to speak in person. It would be really helpful if the companies just revealed the salary at the moment when you apply for a job, because at the end you're going to find out. And then it's also one of the factors I think everyone looks at, but it's never in the offer, so I would change that. But overall, I think it's nice. And even though sometimes I feel like maybe the recruiters prefer the Dutch people over international it is normal at the end.

Interview 2 (Male)

1) What is your gender, age, and nationality?

I am a female, I am 23 and I come from Belgium.

2) Are you currently enrolled at a Dutch university? And if yes, which one?

Yes, I am enrolled at Erasmus University.

3) Which course are you studying?

I do a master's in Econometrics in the quantitative finance tracks.

4) Do you speak Dutch fluently?

Yes, I do.

5) Have you had previous work experience such as an internship or part time job?

Yes, I've had an internship two summers ago in the break during university, and then I started working with them as part time since then.

6) What made you choose a specific job?

I was interested in starting to have some experience in the field and I wanted to do something where I could use some coding, which is why I checked for a company that was working in data analytics. And then yes, I found this company via friend of my stepfather, and I decided to apply for them.

7) How was the search and selection process?

It was rather easy. The friend of my stepfather had a son that worked in such a company and he told me that he could be interested in my profile. And I then scheduled the call with the owner of the company, and we had a call of about an hour, and in the end we kind of ended up with him asking if I wanted to do an internship with them in the summer. And then I decided to follow up on that offer.

8) Are you currently searching for a job?

Yes, I am.

9) And which method do you use the most while searching for a job? Like online job platforms, professional networking, social media?

I usually go on the specific companies that I am interested in on the Internet, and I looked on their page on LinkedIn as well to try to see if they have any event. And I usually apply via their website, via the application process.

10) And why those?

I think they post a lot, for instance, on LinkedIn they post a lot of relevant information. And you can also see the people that already work had the frames in those positions, so you can ask them question as to how to do it. Usually, they provide you with all the information that you need. And I find it quite an intuitive and easy to use platform.

11) What would you say, is your current experience with the job searching process? Is it rather a complicated or straightforward process?

It has been more complicated than before. I have applied to a lot of different jobs without having had any success so far. But the process is still going.

12) How much time per week would you spend on average in this process?

I would say that it takes a lot of time because after researching the company, you need to do a lot of small steps and a lot of tests there. And then you need to write something, and then you need to do small interview. I would say that it takes about 6 hours a week to do this, which takes time if you are a full-time student.

13) Have you felt more job offerings or was it easy in the past to find a job in the Netherlands because you spoke Dutch?

Yes, I feel like a lot of the companies in the Netherlands do say that they are open to English speakers, but it is always written somewhere that it is actually an advantage if you speak Dutch. I would say it has helped.

14) What are the main factors for you when choosing a job?

I want to find a job that is challenging and work in a company that is doing some interesting and new innovative stuff. Also, for sure, the salary plays a part in it. You want a job that is rewarding and then finally the environment you are in. Whether it is super hierarchical environment or whether it is more like a flat platform and you can actually have a say in the decisions of the company or not.

15) And would you say you observe those factors or those different characteristics while looking for a job?

Yeah, it is definitely not there. Salary is often not there. And you have to search really deeply in the Internet. You may be able to find it, but you are not for sure. And most of the companies say that the structure is quite flat. But then also, if it is really the case, it is not really obvious. So yeah, it is quite hidden. You usually have to ask in more details.

16) What are your overall thoughts on the recruitment process in the Netherlands? And what would you change personally?

Well, at university we had a few events where they came to campus also to recruit students. And then I checked on the Linkedin site and I was seeing that they do hire a lot of students. Ho

wever, I feel like some of the procedures in the job market that I was looking at are way too lengthy. You first need to apply, then you need to do a test, then you need to do an interview, then you need to do another test. And then in the end, it takes a lot of time for nothing. I would change that to make it more straightforward or to have directly into meetings with the company where they can actually meet you and just read a piece of paper and then make the decision based on that.

Interview 3 (Female)

1) What is your gender, age and nationality?
   I am a female, 22 years old and Spanish.

2) Are you currently enrolled at a Dutch university? And if yes, which one?
   Yes, I am currently enrolled at RSM Rotterdam School of Management.

3) Which course are you studying?
   I am doing the Marketing Management master.

4) Do you speak Dutch fluently?
   No, I do not.

5) Have you had previous work experience such as an internship or a part time job?
   Yes, I had.

6) What made you choose that specific job?
   The salary and the work experience, also the company values.

7) How was the search and selection process?
   It was pretty straightforward, yes, it was fine.

8) And are you currently searching for a job?
   Yes, I am.

9) And which method do you use the most while searching for a job? Like online job platforms, professional networking, social media?
   I usually look in LinkedIn and in the website of the company itself.

10) And why those?

Because right now I think our generations are more into digital platforms. Since I have already a quite big network in LinkedIn, I can search more easily offers and the website only for those companies where I already know them and I know they are hiring persona like me.

11) What would you say, is your current experience with the job searching process? Is it rather a complicated or straightforward process?

I feel itis quite competitive in the market right now, but given my studies, I'm sure it's going to take me less than expected.

12) How much time per week would you spend on average in this process?

I would say 1 hour or maybe 2 per day.

13) Have you felt more complications while looking for a job because you did not speak the language here in the Netherlands?

For sure. I think being international, speaking English is good, but it is also an advantage for the people that want to get a job if they speak the local language. So i f I have the same, let's say, competitor with the same skills and experience on me searching fo r the same position if he or she is Dutch, I think it would be easier for them to get the position instead of me.

14) What are the main factors for you when choosing a job or when selecting a job?

Of course, salary. Second, the values of the Company. And then, third, the Company being int ernational instead of more local.

15) And those factors, do you have a feeling you see them in the job offers?

Yes, I think so.

16) What are your overall thoughts on the recruitment process in the Netherlands? And what would you change personally?

I would say that they could have internationals that don't speak Dutch. It is better if they give us a room to also compete with the Dutch people. Because even though we don't speak Dutch, we also have other valuable skills.

Interview 4 (Male)

1) What is your gender, age, and nationality?

   I am a male, I am 22 years old and I'm from Poland.

2) Are you currently enrolled at a Dutch university? And if yes, which one?

   Yes, I am currently enrolled at Erasmus University of Rotterdam.

3) Which course are you studying?

   Business Information Management.

4) Do you speak Dutch fluently?

   No, I do not.

5) Have you had previous work experience such as an internship or part time job?

   Yes, I had three part time jobs in the past.

6) What made you choose those specific internships or part time jobs?

   The first criterion, I would say, was the flexibility of hours because I was always studying on the site or working on the site, so I wanted to have flexible hours. I wanted to have good pay and something that will be close to my interest, I would say, so that I'm not too bored at the job.

7) How was the search and selection process of those specific jobs?

   One of the jobs I found at the university. I heard about the possibility to work at the university, and I applied through the website to become a teaching assistant. One of the jobs I found an opportunity through the LinkedIn page. The job that I currently have, I found it through a WhatsApp group of some students. Someone was offering a job at the group chat, and I applied for it through that.

8) Are you currently searching for a job?

   Yes, I am currently looking to switch my part time job to the full-time position, and I am currently looking for a full-time position from September onwards.

9) And which method do you use the most while searching for a job? Like online job platforms, professional networking, social media?

I would say I mostly use social media for my work search. I use LinkedIn mostly and maybe also a little bit of WhatsApp, but yeah, those are my main source of the offers.

10) And why those?

Because it is easily acceptable, and I have set filters and notifications if a job pops out that I like or that I might be interested in. I also used a university platform called Job Teaser. There you can also save jobs you are looking for, and it sends you daily notifications. I like to have a look of what is new at the job market.

11) What would you say, is your current experience right now with the job searching process? Is it rather complicated or straightforward process?

It is rather straightforward process. I would say there is always the same or the similar application process in a lot of companies. You go to the website and you submit your CV or motivational letter and your personal information, and usually that is the first step to apply. And I have been dealing with a lot of rejections, but I guess that is the one thing of process of the Job.

12) How much time per week would you spend on average in this process?

I am currently not spending that much time because I still have a job to end of September, so I am looking to replace it after that. I am mostly doing it in my free time. It does not take me a lot of time. I would say like an hour per week, maybe two.

13) Have you felt more complications while looking for a job or while applying for different offers because you did not speak the language here in the Netherlands?

Yes definitely. I would say there are less offers for people that are not Dutch-speaking. Sometimes it says that it is not optional, but it is required. Sometimes they say it is preferred that the candidate speaks Dutch. And another thing that I noticed is that even if the positions are in English the job description are often in Dutch, which makes it harder to know if you are the right candidate.

14) What are the main factors for you when choosing a job?

I am mostly looking at what the position looks like, what are the specific skills that they require. Of course, the salary, also the location of the company is important for me. I also look at jobs that are in different cities, but it is easier if it is closer to me. I am looking also at the company, whether it is a startup or a big company, whether they have a good company culture.

15) And would you say you observe those factors in the different job offers?

Maybe not specifically, but I think you can notice those things in the way that the job descript ion is written. Or sometimes the companies promote themselves saying, that

they organize this event for our employees. We have company drinks or company

visits and whatsoever.

I think the companies nowadays want to attract new employees and they

are aware of that, that it is needed to offer them something in exchange.

16) What are your overall thoughts on the recruitment process in the Netherlands? And what woul d you change personally?

I think the recruitment process is pretty straightforward. It is

to find jobs online, and I think most of the offers are actually online. And I think the process i s all right. There are a lot of candidates, so you have to be fast and you have to stood out from the crowd. But I guess it is the specific of the job market and not really the job looking

progress. Maybe with some people that do not even write back after the application.

I think that is what companies could change that even if you reject someone to tell them that y ou reject them and not leave them without saying anything.

Interview 5 (Male)

1) What is your gender, age, and nationality?

I am a female, I am 22 and I am from the Netherlands.

2) Are you currently enrolled at a Dutch university? And if yes, which one?

Yes, the Erasmus University of Rotterdam.

3) Which course are you studying?

Financial economics.

4) Do you speak Dutch fluently?

Yes.

5) Have you had previous work experience such as an internship or a part time job?

Yes, I had two experiences.

6) What made you choose that specific job/jobs?

The first one, I did an internship in Berlin. To be honest, the main reason for me choosing that internship was the ability to go abroad. I really wanted to go abroad, so I started to look for jobs elsewhere. It was at a startup, so that for me made it a bit easier in the sense of I expected to learn a lot because it was like a small company. I thought I would be involved in a lot of things. Then I also had like a work experience in London. The reason I chose that work experience was more because of the area I was in, because the first internship was in sales and marketing. At the time of the internship, I was not too sure about the direction I wanted to go in, but recently have found out that I want to focus on finance. Hence, I chose the internship.

7) How was the whole search and selection process for those two jobs?

For the first internship, I would say it was fairly easy in the sense that I used the website, I think it is called Erasmus Recruitment. Basically, what I did was browse through different internships that were on that that website. I applied through there, sent my CV, and it went pretty smoothly, to be honest. Then for the work experience in London, I got it through a contact of my father.

8) And are you currently searching for a job?

Yes, I am looking for additional work experience in the finance sector.

9) And which method do you use the most while searching for a job? Like online job platforms, professional networking or social media?

I switched to using LinkedIn.

10) And why that one?

I found that on LinkedIn there are a lot of opportunities, and especially through my network there. LinkedIn in itself has a lot of search engines as well, which work pretty well for me.

11) What would you say is your current experience with the job searching process? Is it rather complicated or do you think it is rather straightforward?

I would say through LinkedIn it is pretty good, pretty straightforward.

12) How much time would you say per week that you would spend on average in this process?

I would say around 4 to 5 hours, maybe.

13) Have you felt more job offerings or was it easy in the past to find a job in the Netherlands because you spoke Dutch?

Yes, I would say so. I think specially to find jobs, it is easier. There are some companies that they normally list the job descriptions in Dutch and I do have the ability to read those and go further the recruitment process.

14) What are the main factors for you when choosing a job?

First, growth opportunities, since now the next sort of internship I do or work experience, hopefully it is one where I can stay at the company and work longer. So hopefully there is an opportunity to stay after the probation period or the internship period. I would say the sector. I really want to work in finance, so that is also very important for me. I am living in Rotterdam right now, and I would not mind staying in Rotterdam, but working for a company abroad or even working for working in Rotterdam with the potential of being able to go abroad eventually is important for me as well. I would say salary is not too important.
The ability to be able to work remotely I do like the aspect of working remotely. A nice office and work workspace in terms of especially the people I work there's. If I feel like the people I connect well with the people there, and I enjoy meeting the people there, I feel like that is also a very good plus, to be honest.

15) And would you say you observe those factors, for example, in the different job listings and in the different job offers?

Not really, no. The salary is sometimes quite hard to find in the initial job description. I mean, of course, working abroad or not really depends if I am applying for a position in another country, but the actual potential of going abroad with that company is normally not really possible to be found and of course the workspace and stuff like that.
At that point, I kind of need to make my own assumptions of the company.

16) What are your overall thoughts on the recruitment process in the Netherlands? And what would you change personally?

Personally, I think it is pretty good. The only thing I may change is adding more transparency. I do not know, maybe because when you are looking for a job, you apply for many different jobs. If the recruiter is transparent about the potential of you getting it or what stage you are in the recruitment process, it helps. And specially it can help for them as well. Because if this transparency is not there, then as an individual, I may apply for different internships at once because I am not too sure whether I am getting in or whether I

am proceeding with one. And then obviously it would be not that bad of a situation to be in, but it could be that at one point you get accepted for two or three internships and at that point you have to choose.

And that is also worse for the recruitment companies because they think they have a candidate, but then turns out that may have chosen different one.

Interview 6 (Female)

1) What is your gender, age, and nationality?

   I am a female, currently 21 years old, and I am Half Spanish, Half German.

2) And are you currently enrolled at a Dutch university? And if yes, which one?

   Yes, at Erasmus University Rotterdam.

3) Which course are you studying?

   Masters of management.

4) Do you speak Dutch fluently?

   Not fluently.

5) Have you had a previous work experience such as an internship or part time job?

   Yeah, I had a school internship, but it was before finishing my high school.

6) What made you choose a specific internship?

   It was related to engineering which was kind of interesting at that time. And I think the main reason was my interest in those sectors.

7) How was the search and selection process?

   It was different because I did three internships and for each one of them it was a different process. One of them I got it because my father used to work there, so had a bit of a connection already beforehand. The other two, there was a search in the near part of the border to Belgium. In Germany, I looked to find the nearest internship possible to Brussels or to Belgium. I looked in that area and saw the offers which I had and I choose, and I applied.

8) Are you currently searching for a job?

   Yes.

9) And which method do you use the most while searching for a job? Like online job platforms, professional networking, social media?

I am currently using mostly LinkedIn and the different websites of the companies.

10) And why those?

I think, firstly, LinkedIn is quite a helpful platform to see which vacant jobs or internships they are in each company. And it gives you also an opportunity to get first contact already with some job recruiters in the website. It is helpful to know the job description and maybe also to get more information about the enterprises, their portfolio, what kind of services do they provide, et cetera.

11) What would you say is your current experience with the job searching process? Is it rather a complicated or a straightforward process?

Looking for is not such a difficult task if you know which jobs you want to apply for. For me, it was more difficult the part of preparing for interviews and maybe writing some cover letters or motivation letters.

12) How much time per week would you say you spend on average in this process?

Difficult to say, because it was like a longer process of some weeks, almost months, where I wrote down so many motivation letters. Maybe I would say 8 to 10 hours a week.

13) Have you felt more complications while looking for a job or while applying for different offers just because you did not speak the language here in the Netherlands?

Well, I tried to look at the description of jobs, which they do not specifically say that you needed to know Dutch. I maybe would not feel comfortable if the description says you should know or you should have knowledge of the Dutch language.

14) What are the main factors for you when choosing a job?

I think, firstly, a big role or a big part of my decision making is the enterprise. What kind of enterprise it is, then of course, the culture inside the company and for sure also bit the location. At last, I would say maybe the pay.

15) And would you say you easily observe those factors in the different job offers?

I think the factors I said are not quite forward, especially, like, the culture. Maybe also the pay grade. Those are just like things like you do not really know. Maybe you can find out in some

internet pages the pay grade, but the culture, it is quite difficult to find out. So you start to knowing it better once you get, like, in the interview process or maybe reading the description of their working environment or working culture. But normally they always try to talk in a positive way about their own culture.

16) What are your overall thoughts on the recruitment process in the Netherlands? And what would you change personally?

I definitely see it in a positive way, but if I knew how to speak Dutch, it for sure would make my search maybe easier. But in general, I think it is quite good.

Interview 7 (Male)

1) What is your gender, age, and nationality?

I am male, I am 23 years old and I am Dutch.

2) Are you currently enrolled at a Dutch university? And if yes, which one?

I am enrolled at Erasmus University.

3) Which course are you studying?

I am doing the Masters in Econometrics and Management science, and I am specializing in quantitative finance.

4) Do you speak Dutch fluently?

Yes, I do.

5) Have you had a previous work experience, such as an internship or part time job?

I have not had a work experience or a part time job.

8) Are you currently searching for a job?
Yes.

9) And which method do you use the most while searching for a job? Like online job platforms, professional networking, social media?

I am using a couple of websites like Indeed, Pentanell, or also LinkedIn. I am also going through some of the companies' websites which I specifically want to apply for. So, pretty much just on the internet, going through websites.

10) And why those
Indeed's website and LinkedIn is pretty much easy to see. I would, for example, just put in quantitative finance, internships or jobs. And then these websites give me a list of different jobs related to that subject or that field. It is, for me, an easy way to get, like, an overview of different jobs available, which jobs are similar to the ones I want. It also gives me jobs that I did not know of before or which I was previously unaware of. These two websites just give a nice general overview of what is available and then going to specific companies, it is just companies I would really want to work for. Then I feel like it is nice to apply through their specific website to see exactly which jobs they offer and what's the job descriptions.

11) What would you say has been the current experience with that process? Is it rather a complicated process or would you say a straightforward process?
So far, it has been pretty straightforward in terms of all the job descriptions, what is required of me, the pay, the weekly hours, everything is pretty outlined. They tell you exactly what they require of you. They state the whole interview process, the application process. It looks, from my experience, detailed, and straightforward. Yeah, that is my experience.

12) How much time per week would you say you spend on average in this process?
 I would say about an hour every day during the week. So about 5 hours

13) At the beginning of the interview, you told me that you speak Dutch fluently. Have you felt that the process was easier for you since you spoke the language here in the Netherlands?
I would say so, yes, because there are some jobs which require fluent Dutch. If I were not able to speak Dutch, then a lot of the jobs I would not be able to apply for. Also, certain job descriptions are only in Dutch. I would say being able to speak fluently in Dutch is advantageous if you want to find a work in the Netherlands.

14) What are the main factors for you when choosing a job?
For me the main factor is firstly the pay. If it is a job which requires a significant amount of work throughout the week, I would want to be compensated for it. So the pay is significant for me as well as the location. I do not want to commute more than an hour in total per day. And then also a significant factor is the field that I am wanting to work one day. I want to do a job in the quantitative finance realm, so to speak. It is important for me that the jobs are related to

quantitative finance. And then furthermore, I want to work for an international company, although I do speak Dutch fluently, I prefer the working environment to be international, where everyone can speak English. Also, where I potentially can go to a different branch of the company in a different country one day if I would like to travel the world a bit to live in a different country.

15) And would you say you observe those factors or those different characteristics while looking for a job?

So yes, they are outlined clearly in some of the job descriptions that I have seen. It also says at what office it is or whether or not it's hybrid work, remote work, or onsite work. Then it also clearly outlines how far I would have to commute, how long it would take me to get there and back. So that is also well outlined. And then also the job descriptions do say whether it is an international environment or not.

16) What are your overall thoughts on the recruitment process in the Netherlands? And what would you change personally?

My overall thoughts are that it is well done. There are a lot of different websites, applications, there is a lot of different opportunities to search for jobs and to apply for jobs. I feel like there are a lot of opportunities, which is nice. The general application procedure, is also pretty straightforward. They often say exactly what is required of you, what they want to see, and tell you if you are going to do an interview or not, and outline the whole application process. I feel that is also well done and I cannot think of anything specific that I would necessarily change.

Interview 8 (Female)

1) What is your gender, age, and nationality?

I am a male, I'm 22, and I'm Spanish.

2) Are you currently enrolled at a Dutch university? And if yes, which one?

I am involved in the Erasmus University doing my Master right now.

3) Which course are you studying?

I am doing the Strategic management master.

4) Do you speak Dutch fluently?

I do not

5) Have you had previous work experience such as an internship or part time job?

I had one internship of two months in Paris in a sailing company, and I have been working in little jobs in the Netherlands, but nothing big.

6) What made you choose a specific job?

Well, I wanted some professional experience. I am interested in marketing, at least at that time, and I wanted to see what it is to apply the marketing. What I have in theory in a company. I decided to go for this company, which was a startup and seemed pretty interesting to me.

7) How was the search and selection process?
The search, it was a contract of the family, so it was not very difficult. I just had to deliver my CV and had a talk with the boss. As soon as I finished, he welcomed me into the team.

8) Are you currently searching for a job?

I am currently searching, but with no success yet.

9) And which method do you use the most while search for a job? Like online job platforms, professional networking, social media?

The platform I use the most is LinkedIn, but I also use indeed from time to time to see if there are some work openings

10) And why those?

Because it is an easy solution to find work, because you have all the opportunities listed there, the specific field you are interested, you can mark all your information, your location, and it gives you straight away job opportunities.

11) What would you say, is your current experience with the job searching process? Is it rather a complicated or straightforward process?

I think it is pretty complicated because well, it has been two months. Employers are looking for more experience in general.

12) How much time per week would you spend on average in this process?

Maybe 6,7, 8 hours. As I have to combine it with my studies, I am not actively searching every day.

13) Have you felt more complications while looking for
a job because you did not speak the language here in the Netherlands?

Oh, absolutely. I think people that master Dutch have more opportunities than the people who do not. Even though Rotterdam is a very international city where English is used a lot, being able to speak Dutch is advantage in the job search.

14) What are the main factors for you when choosing a job?

For me, one of the main factors is that the job interests me. Another factor is the possibility of promotion, that I can advance in my career.
So being able to not stay at the same rank and level, being able to upgrade and go up in the hierarchy is a high factor for me.

15) And would you say you observe those factors or those different characteristics while looking for a job?

Most factors yes, but regarding the possibility to advance within the company is difficult to find.

16) What are your overall thoughts on the recruitment process in the Netherlands? And what would d you change personally?

Personally, the recruitment process is, like said, is pretty rough for internationals. You need to be able to speak Dutch, but at the same time, if you have a good degree from
a Dutch University, you have a lot of partnerships, a lot of opportunities that are offered to students.
I would say you need some experience and you need to show a lot of motivation. But in the e nd, there is still some opportunity. I personally do not know what I would change in the general process.

Interview 9 (Female)

1) What is your gender, age, and nationality?

I am Spanish and Austrian, I am 22 years old, and I am a female.

2) Are you currently enrolled at a Dutch university? And if yes, which one?

Yes, I am currently enrolled at Erasmus University in Rotterdam.

3) Which course are you studying?

I am studying management of innovation.

4) Do you speak Dutch fluently?

No, I do not.

5) Have you had previous work experience such as an internship or part time job?

Yes, I have.

6) What made you choose a specific job?

Basically, because I wanted to gain a bit more experience in the field and also as a student, I wanted to get a bit extra money on the side.

7) How was the search and selection process?

The search was a bit complicated, but then after I found some platforms such as LinkedIn or the university also provides us some platforms for the job search. And then the selection process was easy, it only had two interviews. And then after they asked me some more questions online and then after they accept you or not.

8) Are you currently searching for a job?

Yes, I am.

9) And which method do you use the most while search for a job? Like online job platforms, professional networking, social media?

I use mostly LinkedIn.

10) And why that one?

Because I think it's the easiest one to find jobs, and also they have a very good description of the job and you can filter quite a lot of things that would be suitable for the job.

11) What would you say, is your current experience with the job searching process? Is it rather a complicated or straightforward process?

I would say it is rather complicated. I do not have so much work experience in the job field and also not every work is suitable for what I want to do, as I want a part time job also so I can work with my studies.

12) How much time per week would you spend on average in this process?

I would say it depends on the week, but I would say maybe 4 hours a week.

13) Have you felt more complications while looking for a
job because you did not speak the language here in the Netherlands?

Not really, but mainly because I have applied to jobs that are in English rather than Dutch. I was not applying to jobs that also entailed Dutch as a language.

14) What are the main factors for you when choosing a job?

Well, the main factors are maybe the onboarding process of the job or the internship, as I want to try to learn as much as possible. I am also looking a bit on the company's culture and how they treat their employees to know, ratherhow I should approach that job or the interview. I would say those are the two main aspects I look at.

15) And would you say you observe those factors or those different characteristics while looking for a job?

No, mainly if I get an interview for that position, I ask those questions afterwards, after the interview. Because it is hard to get that information in the job description.

16) What are your overall thoughts on the recruitment process in the Netherlands? And what would you change personally?

So, my overall thoughts, I do think it is pretty easy to get an interview and to follow up on that. However, sometimes you apply to a lot of jobs and you do not really get a lot of responses afterwards. So maybe what I would change is even if you do not get an interview or something, then they should at least send you an email telling you that youare not taken for the onboarding process.

Interview 10 (Male)

1) What is your gender, age, and nationality?

I am male, I am 22 years old, and I have the Spanish nationality.

2) Are you currently enrolled at a Dutch university? And if yes, which one?

Yes, I am currently enrolled at the Erasmus University Rotterdam.

3) Which course are you studying?

I am studying the Business Economics master, known as Strategy Economics.

4) Do you speak Dutch fluently?

Yes, I do speak Dutch fluently.

5) Have you had previous work experience such as an internship or part time job?

Yes, I have. Some years ago, I believe it was 2020, I had an internship at this company. It was a retail company focused on the watch market, and I was specifically in charge of the supply chain and operations of Casio watches. And on top of that, I was also part of the summer internship program at Banco Santander when I was in high school. But that was very long

ago. I am currently doing an internship as well. I started it five months ago and it will end in one month.

6) What made you choose those specific internships?

Yes, basically, the first two I was too young to choose them, so they were chosen for me. The current one, I did choose it, and I chose it because I found the industry interesting

7) How was the search and selection process?

The entire process was done by myself. I had help from my peers, from my roommates. I also got some advice from family members. But the process itself and the execution was done by me. The way I got this internship, or at least I applied for it, was via LinkedIn.

8) Are you currently searching for a job?

Yes, I am, because my current internship is ending in one month, so I am looking for another job.

9) And which method do you use the most while search for a job? Like online job platforms, professional networking, social media?

I would say mainly LinkedIn. But I am also taking advantage of my good relationship with my current team in my internship so I can get some recommendation letters for my new position in the future.

10) And why those?

I use LinkedIn because I think it provides the most job offers out of all of them. It is true that I have not tried other platforms, but I do think it is the best hub to find a job nowadays. It is easy to use, it is accessible, and you can just apply easily from the platform itself.

11) What would you say, is your current experience with the job searching process? Is it rather a complicated or straightforward process?

Well, the way I am looking for a job now has changed slightly because before I achieved my current internship, I had to apply to a lot of places because I lacked of current experience. It was a bit of a struggle and I had to do and fulfill many job applications and I got many emails rejecting me. I also had a bunch of interviews both online and physical in person, which helped me learn a lot of how to assess and how to approach such interviews. But now that I have that knowledge and I also have a powerful job experience or internship experience, at least in my CV, everything is getting easier.

12) How much time per week would you spend on average in this process?

I would say like no more than 5 hours per week in LinkedIn. Then with my professional networking within my current position, I try to do that as much as possible every time I work.

13) Have you felt more job offerings or was it easy in the past to find a job in the Netherlands because you spoke Dutch?

Yes, indeed. There are a lot of applications in LinkedIn when you search for a job position here in the Netherlands that are fully written in Dutch, like the entire job description is in

Dutch. So therefore, for non-Dutch speakers even if they find a company, an industry and a position interesting, but then they see that the job description is in Dutch, they completely overlook that position while I can apply for them. That gives me an advantage and also in those that are in English, many times they specify that they'd need a Dutch speaker or that preferably they would like to have a Dutch speaker.

14) What are the main factors for you when choosing a job?

First of all, I think that the main factor is proximity. I sometimes overlook job positions that are far from where I live. I currently live in Rotterdam, so if I find an internship like in a company that I find interesting, or a sector that I find interesting, but I see that the position is in Groningen, then I overlook that position directly. I am not willing to go and to commute to somewhere so far every day for my job. I have a very commercial profile, so to speak. Well, basically I study economics and I like to be in touch with people I actually enjoy a lot, the behavioral economics part and the let's say market analysis part as well. I also look for positions that suit me. And of course, salary is also something that drags my attention.

15) And would you say you observe those factors or those different characteristics while looking for a job?

Most of them are quite default in my opinion. Like of course they look for someone with responsibility, someone with social skills someone with a professional English knowledge, someone with Excel and Microsoft Office knowledge as well. There are kind of like some default things that they ask for, which I check if I fulfill them or not in order to see if I could be a good candidate for that position.

16) What are your overall thoughts on the recruitment process in the Netherlands? And what would you change personally?

Well, the recruitment process, I think it varies among companies, not all companies are the same. And from my experience, I have gone through many interviewsin my life. And yes, there are some patterns that repeat themselves. For instance, you first get a communication via email to schedule a meeting with the recruiter. I find it that it is quitestructured, but I do not think that it is something limited to the Netherlands itself. I think it is something that probably happens everywhere. I think it is a good way to phase out your job assessment or your profile assessment for a job position.

I would change the time of response because, yes, some of companies are fast and quick with responding with either rejecting you or accepting you and getting you through the next round of job position application but others are really slow.