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Study of mediation effect of affinity in defining relationship between social media and career decisions of Gen-Z

1. Introduction

The post Covid business scenario is highly volatile, uncertain, complex and ambiguous (VUCA) and organizations need to quickly adopt to the new trend in the market (Schoemaker et al., 2018). Rapid innovations and transformation are needed by corporates to overcome the challenges and succeed. Significant changes in technologies are rapidly transforming business which is experiencing a shortage of skilled resources (Lu, 2017). To ensure success, they need resources skilled with knowledge of Data Science, Artificial Intelligence, Machine Learning and Analytics which are at the front end of business transformation. Digital transformation is a business necessity today (Ghi et al., 2022).

Human capital is one of the most important assets for any organization. Talent acquisition managers have a tremendous pressure to hire talent with these new skills. Vacancies in organizations currently exist for people with knowledge and skills on the latest and futuristic technologies. Majority of the need exists at the bottom of the pyramid (70%) and less up the hierarchy (30%) (NASSCOM,

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2020). In the near future Gen-Z shall make substantial portion of the organizations making it important to study their career aspirations (Pandita, 2021). Organizations need Gen-Z who possess these skills and hence all efforts are towards attracting them. People born between the year 1996 to 2012 are Gen-Z (Berkup, 2014). They are capable of adopting to new skills and knowledge very fast. The term "Gen-Z" refers to the generation of people raised in an era of digital technology and Information and communication technology (ICT) tools. They cannot function without the Internet and mobile technology and actively participate in social media (Karasek & Hysa, 2020). Gen-Z tend to work with organizations whose products or services they consume and show loyalty towards them if they experience a diverse and entrepreneurial work culture. They prefer independence at work and prefer collaboration with other colleagues. They value Ethics, Values and Social Impact made by a brand and financial security is important for them while considering work opportunities (Pillar, 2016). Gen-Z expect employers to provide work-life integration. According to a poll performed by the Digital Government Development Agency (2016), the most common activity of internet users via mobile phone or smartphone is chat on online social media (86.8%). The convenience, quickness, reduction in communication expenses, and having relationships and engagement with other people in their network are all reasons why online social media is so popular today. Another reason is that individuals' identities are expressed or established in the online realm, making them known in that online social media community (Euajarusphan, 2022). Facebook, the market leader, was the first social network to reach one billion registered accounts and now has more than 2.9 billion monthly active members. Meta Platforms owns four of the most popular social media platforms, all of which have more than one billion monthly active users: Facebook (main platform), WhatsApp, Facebook Messenger, and Instagram. Facebook claimed over 3.7 billion monthly users in the fourth quarter of 2022. The most social media sites are Facebook with 2958 million users followed by YouTube with 2514 users and WhatsApp with 2000 users as per the report (Statista, 2023).

There is a scope for research in the area of impact of social media amongst the younger generations (Sedera et al., 2017). Influence made by social website reviews on the decisions made by Gen-Z with respect to their careers needs to be researched (Prakash Yadav & Rai, 2017). According to research Gen Z have feel a strong bond or affinity with social media and are continuously connected with others through social media. In order to determine this, a need is felt to study Gen-Z's affinity towards social media and its usage made by them(Prakash

Yadav & Rai, 2017). This research will help establish if affinity towards social media and its usage have a compelling impact on career decisions of the talent or not, and if there is any mediation effect. With the help of the research findings, organizations will be able to enhance their hiring strategy and process and redesign the job section mentioned in the company's social site. Limited research is available regarding the influence made on career decisions of Gen-Z by social media.

Post Covid, organizations have started hiring and are experiencing a talent crunch. The dropout rate of Gen-Z candidates has increased. Findings from the research have revealed that Gen-Z tend to change jobs frequently or drop out of the process as they are well-connected and find better prospects through the network quickly with the help of social media (Bizzi, 2018). Their inability to onboard the organizations after accepting the offer impacts organization success. During the literature review not much research work was available for reference in this matter. To bridge this gap, empirical data and research is required. Empirical findings shall help establish the relationship and influence that affinity for social media have while making career decisions with respect to Gen-Z.

2.Literature review

According to a study, employees who used social media were more likely to leave an organisation than those who did not. This could be because they were more likely to engage with potential new employers than their less sociable colleagues. According to the study, 76% of employees who used social media for business were interested in other organisations they discovered on social media, compared to 60% of employees who solely used social media for fun (Bizzi, 2018).

Earlier studies and literature review suggest that Gen-Z plan for careers in the IT industry (Barhate & Dirani, 2022). The IT industry, on the other hand, has detected a "job-hopping" phenomenon. People change jobs regularly in order to progress their careers and explore alternative employment options frequently (Naresh & Rathnam, 2015).

Generation Z employees are tech savvy and use technology while posting their views about organizations on social websites. According to research social media influencers create a major influence on the younger generations and their decisions. There is a need to research the wider influence social media has on the younger generation (Sun et al., 2021). Gen-Z are tech savvy

and well connected through the social platforms (A. Singh, 2014). They comment on various organization matters such as organization policies, strategy, things which they like or dislike or which need improvements. These reviews are accessible to all on internet sites like Glassdoor, WhatsApp, Quora, LinkedIn, etc. At work, a symbolic variance exists between Gen-Z and the senior generational workforce when we compare their traits and work ethics (Klopotan et al., 2020). They believe in chasing their own dreams and targets with the help of their technical capabilities to ensure a prosperous career (Gaidhani et al., 2019).

To succeed, organizations need workforce which is technologically advanced. Gen-Z have acquired latest skills and technological education which enables to innovate and work efficiently. Organizations find value in engaging them at work and hence find it imperative to learn about their career aspirations in order to define a hiring strategy for Gen-Z (Roblek et al., 2019). The new entrants in the workforce belong to the Generation Z. It is in the interest of the organizations to take prior efforts to know about them and plan ahead to attract them at work (Csiszárík-Kocsír & Garia-Fodor, 2018). The research was undertaken to know the characteristics and behaviours of Gen-Z showed that they kept up with latest technology and electronic gadgets when compared with their senior counterparts (Töröcsik et al., 2014). They browse the web to seek information swiftly and share amongst others with ease (Berkup, 2014).

Gen-Z are now joining the workforce and possess latest skills and knowledge of technologies (Iorgulescu, 2016). Research in the US and UK shows that social network is influencing their life style and communication. Further efforts are felt necessary to check if their behaviour is impacted as they progress in life (Prakash Yadav & Rai, 2017). They are different than the earlier generation workforce and the same needs to be considered by the managements (A. P. Singh & Dangmei, 2016). Rapid changes in the environment have bought quick changes in life and surroundings. A need is felt to understand the new generation (Prawitasari, 2018).

Through the above hypothesised model, it is proposed that usage of social media will positively impact career decision. Further affinity towards social media will also impact career decision and the affinity will strengthen (mediate) relationship between usage and career decision. In other words, usage coupled with affinity will bring greater change in career decisions. Table 1 below is the basis of this hypothesised model.

Table 1. Dimensions of research

Dimensions	Items	Source	Practical Definition
Affinity towards social media	4	(A Singh 2014)	A natural liking for social media which attracts Gen-Z to continuously engage on the social platform
Usage of social media	4	A Singh (2014)	Leveraging Social media technology for professional and personal purpose by continuously leveraging it
Career Decisions	4	(Sun et al., 2021)	Making decisions related to one's career or deciding the career one wishes to pursue

Source: author's own observations (compiled from literature review)

3. Research Gap

Virtual hiring enabled by internet websites such as Google Hangouts, Glass door etc., are being preferred by the Gen-Z (Sidorcuka & Chesnovicka, 2017). There is limited research available about how Gen-Z's affinity towards social media and Gen-Z's usage of social media influences their career decisions. Present study is an attempt to bridge this gap.

4. Purpose and Significance of the Study

Gen-Z use social media continuously for communication. They express their opinions about organizations on social media sites which are referred by other centennials for making career decisions. This research is carried out to help investigate if any relationship exists between the affinity for social media, usage of social media and career decisions with specific reference to Gen-Z. This will help HR managers to redefine the hiring strategy and policies.

5. Theoretical base

During this study the Unified Theory of Acceptance and Use of Technology (Venkatesh et al., 2003) is applied. The theory explains the intention to use information system and subsequent usage behaviour. Technology Savvy Gen-Z leverage websites for personal branding like LinkedIn, WhatsApp, Quora etc., and for sharing information. This study attempts to understand how social

platforms are used for career decision making by Gen-Z. They build their online image to project themselves as potential candidate for a job market (Vitelar, 2013) using the concept of personal branding.

6. Objective of the Study

This research is being carried out to study the mediation effect of affinity towards social media in defining relationship between social media and career decisions made by Gen-Z.

7. Research Methodology

Primary data from Gen-Z using purposive sampling method has been collected (Penyelidikan, 2006). Each item in the questionnaire measuring the constructs was evaluated by domain experts to confirm if it pertains to the topic at hand. In order to prevent bias in the evaluation of items, expert judgement was applied systematically. The number of experts involved has frequently ranged from eight to ten. Their evaluations were quantified through the use of formalised scaling and statistical techniques, such as the content validity ratio for measuring consensus. Post this, the questionnaire was circulated amongst 500 students in various technology institutions such as the Indian Institute of Technology (IIT), National Institute of Technology (NIT) and Centre for Development and Advanced Computing(CDAC). 488 Gen-Z responded to the questionnaire out of which 4 responses were incomplete and hence discarded. 484 responses were considered for the study.

The responses have been gathered using Likert's five-point scale with anchors at five being totally agree and 1 being totally disagree. The primary data collected through the survey has been statistically tested using structural equation modelling (Owolabi et al., 2020) regression analysis and so on; that variables are measured without error. This review thus sheds light on the meaning of SEM, its assumptions, steps and some of the terms used in SEM. The importance of item parcelling to SEM and its methods were briefly examined. It also dealt on the stages involved in SEM, similarities and differences between SEM and conventional statistical methods, software packages that can be used for SEM. This article employed systematic literature review method because it critically synthesized research studies and findings on structural equation modeling (SEM. Statistical analysis has been used to confirm dependence relationship between three constructs, i.e. affinity

towards social media, usage of social media and career decisions made by Gen-Z and bootstrapping to study mediating effect (Chinda & Mohamed, 2008) and the relation between those enablers (what the organisation is doing. Reliability and validity of the constructs and the overall model was tested using confirmatory factor analysis using Amos. A model has been proposed to establish the influence of the factors and the direct and indirect relationship amongst them after analysing data.

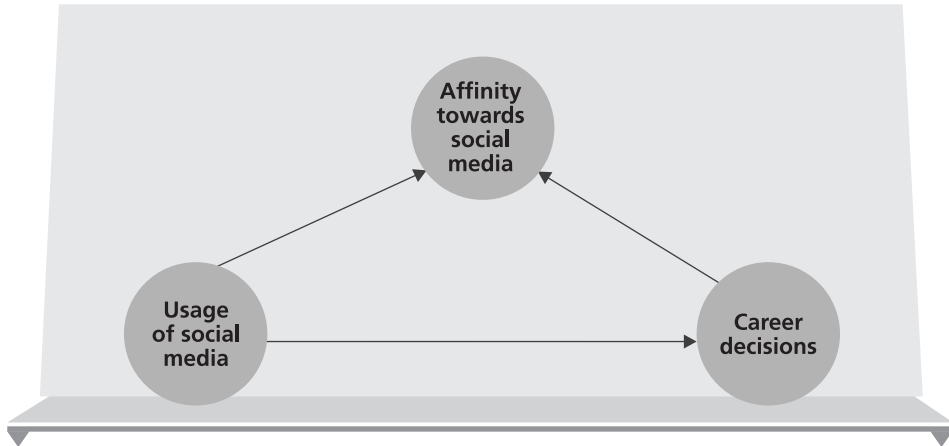


Figure 1. Hypothesised model

Source: proposed model created by authors by using SPSS analysis

8. Hypothesis

- H₁: Usage of social media will have a positive impact on career decision
- H₂: Usage of social media will have a positive impact on affinity
- H₃: Affinity towards social media will have a positive impact on career decision
- H₄: Affinity will mediate relationship between usage of social media and career decision

9. Data Analysis and findings

The hypothesised model (fig.1.) examines the relationship between the usage of social media on the career decisions taken by Gen-Z and also explores the

affinity towards social media as the mediating variable. The constructs Usage of social media, affinity towards social media and career decisions were measured using the items on 5 point Likert scale as mentioned in table 2.

Exploratory Factor Analysis has been done to establish the reliability and factors-item configuration during this research. Confirmatory Factory Analysis is employed to examine if the measuring instrument is reliable and valid. Multiple and varied constructs have been evidenced while carrying out this study. To statistically analyse the structural relationship between such constructs i.e., Usage of social media, Affinity towards social media, and Career decisions, Structural Equation Modelling (SEM) technique has been used to determine validity of the model., rather than suitability (Xiong et al., 2015), as SEM technique focuses on latent constructs (Chin et al., 2020). In this research SEM is used to confirm direct and indirect relationship (Streiner, 2006) between the 3 constructs. It is hypothesised that usage will positively influence affinity and career decision. Affinity will have a positive impact on Career decision. Affinity will mediate the relationship between usage and career decision.

Table 2. Confirmatory Factor Analysis

Code of Construct	Construct Label	Latent Constructs	Items	Factor Loadings	Cronbach Alpha
F1	US	Usage of social media	You follow comments posted on social websites (US1)	0.78	0.84
			Comments posted on social websites can be leveraged for career (US2)	0.77	
			You find comments posted on social websites as a good source of guidance (US3)	0.74	
			You get a positive direction in your career by referring to the comments posted on social websites (US4)	0.71	

F2	AF	Affinity towards social media	Comments posted on social websites are trustworthy (AF1)	0.81	0.88
			Comments posted on social websites are a true reflection of the organization (AF2)	0.79	
			Comments posted on social websites bring transparency in decision making (AF3)	0.84	
			Comments posted on social websites are unbiased reviews (AF4)	0.78	
F3	CD	Career Decision	You decide to join an organization on the basis of comments posted on social websites (CD1)	0.77	0.86
			Social Media Reviews can be relied on for career decisions (CD2)	0.76	
			Comments posted on social websites are important for career decision (CD3)	0.79	
			Comments posted on social websites help firm up career decisions (CD4)	0.77	

Source: author's own (compiled from SPSS output)

The three latent constructs i.e., affinity towards social media (AF), usage of social media (US) and careers decisions (CD) made by Gen-Z are theoretical and cannot be measured directly and hence the indicators who represent them have been measured using items as mentioned in table 2. To measure internal consistency among indicators of constructs, Cronbach Alpha has been used (Kocak et al., 2014). The reliability of the scale is measured by Internal consistency method (Shrivastava, 2013). Table 2 shows test results carried out

using Cronbach Alpha against each of the constructs. The Cronbach alpha value is more than 0.7 and less than 1.0 against each of the latent constructs. Alpha values of 0.7 and above are indicative of scale reliability (Nunnally, 1994). Alpha values for all the constructs are above 0.7 indicating high consistency amongst items measuring the constructs.

10. Findings from the measurement model

The reliability and validity estimate of all the constructs of the model are presented in Table 3. Factor Loading and Average Variance Extracted (AVE) have been used to confirm validity. Construct validity has been assessed using content validity and discriminant validity. Content validity has been further confirmed using convergent validity. All the results of AVE are above threshold value of 0.5 and hence it is inferred that all the measured indicators and constructs gel well while defining the construct.

Table 3. Validity using Factor Loading and Average Variance Extracted

Measured Indicator	Construct	Factor loading	FL squared	AVE	Convergent validity	Discriminant validity
US1	F1	0.71	0.51	0.56	Yes	Yes
US2	F1	0.74	0.54			
US3	F1	0.77	0.60			
US4	F1	0.78	0.61			
AF1	F2	0.81	0.66	0.66	Yes	Yes
AF2	F2	0.79	0.63			
AF3	F2	0.84	0.72			
AF4	F2	0.78	0.62			
CD1	F3	0.77	0.60	0.60	Yes	Yes
CD2	F3	0.76	0.58			
CD3	F3	0.79	0.63			
CD4	F3	0.77	0.59			

Source: author's own (Compiled from SPSS output)

11. Assessing the model fit for Measurement Model

5 fit indices (CMIN/DF, GFI, CFI, TLI, RMSEA) have been leveraged for studying Fit between hypothetical model and sample data. Hypothetical model and sample are believed to have an acceptable fit when CMIN/DF < 3 (Kline, 2015) and believed to have a reasonable fit when CMIN/DF < 5 (Marsh & Hocevar, 1985). The Corrected Goodness of Fit Index (CGFI/GFI) is basically a corrected index (Wang et al., 2020) and is consistent across various sample sizes with a critical value of 0.90 to evaluate the goodness of fit of SEM. Whether the hypothesized model and data fit is analysed through the comparative fit index (CFI) analysis (Bentler et al., 1998). CFI values range from 0 to 1, with larger values indicating better fit. The Tucker-Lewis Index (TLI) is an incremental fit index (Cangur & Ercan, 2015). The TLI values should be > 0.9. RMS Error of Approximation, is an absolute fit index (Xia & Yang, 2019). It has helped determine the gap between hypothesized model and a perfect model. RMSEA values should be less than 0.1 to ensure the fit between the sample data and hypothetical model. A good fit between the sample data and hypothetical model has been indicated in table no 4. Values of each of the 5 Fit indices imply Good Fit between sample data consisting of 484 responses and the hypothetical model. The final Measurement Model can be referred to in figure 2 below.

Table 4. Factors and Good Fit Index

Good Fit Index	Threshold	Value	Is good Fit?
CMIN/DF	<5	4.27	Yes
GFI	>0.9	0.92	Yes
TLI	>0.9	0.92	Yes
CFI	0 to1	0.94	Yes
RMSEA	<0.1	0.08	Yes

Source: author's own (compiled from SPSS output)

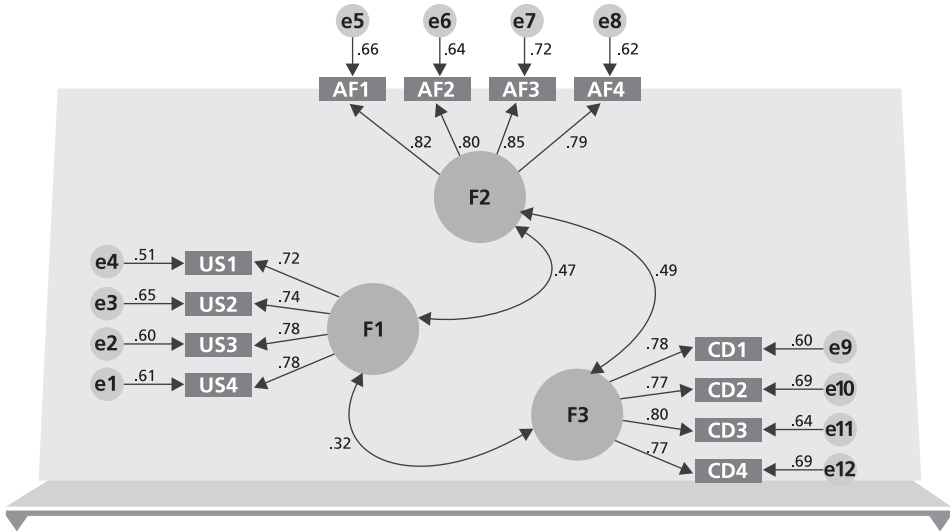


Figure 2. Measurement model

Source: author's own (compiled from SPSS output)

Measurement model indicates correlation between the constructs for establishing discriminant validity and dependence relationship between the indicators and constructs for establishing the construct validity (Convergent validity). Discriminant validity is the extent to which constructs of a model vary from each other. It has been assessed using (Fornell, C., & Larcker, 2016) and is growing every day, and this requires work on the development of thinking skills necessary for individuals to be able to solve the problems of current and future, a socially acceptable manner. The century this may be a century of human intelligence, and excellence will be a community that works on the development of thinking of its members. We live in an age characterized by the wealth of scientific and modern technology, and this requires multiple methods of thinking to confront them and try to overcome them. Our vehicle for this is science, science and knowledge are power have become the new world. The building and personal growth of normal primary objectives of the educational process, and each individual's unique and distinctive character which is different from the other individuals. So the current is determined by the importance of research, known ways of thinking's favorite (Sternberg

formula. Discriminant validity is supported as the Average of (AVE) of two constructs is more than the correlation (r) between two constructs presented in table 5.

Table 5. Validating the Structural Model

Construct	Correlation	Construct	R	r squared	Average (AVE)
F1	<-->	F2	0.195	0.038025	0.614
F1	<-->	F3	0.591	0.349281	0.587
F2	<-->	F3	0.22	0.0484	0.632

Source: author's own (compiled from SPSS output)

F1=Usage of social media, F2=Affinity towards social media, F3=Decision making, r= correlation coefficient

The Average of AVE for pairs of constructs is more than r squared hence discriminant validity is supported.

12. Findings from the structural Model

The dependence relationship between the constructs is validated using Structural model. The structural model in figure 3. indicates dependence relationship between the constructs. The linkages between the constructs (i.e., F1 to F2, F1 to F3 and F2 to F3) have been quantified using regression weights. The linkages between the indicators and constructs have been quantified using factor loadings. E are the error terms that capture random effect. CMIN/DF = 4.27, GFI= 0.928, TLI=0.927, CFI=0.944, RMSEA=0.082 imply a good fit between sample data and hypothetical model.

Dependence relationship between constructs is examined using standardised regression weights and significance values.

From table 6, it can be inferred that Affinity towards social media (F1) will positively influence Usage of social media(F2), Affinity towards reviews on social media (F1) will also positively influence Career Decision (F3) and usage of social media. Usage of social media (F2) will positively impact career decision (F3). Hence all the 3 paths in the model are significant.

Table 6. Regression weights and P values

Endogenous variable	Direction of path	Exogenous variable	Beta	S.E.	C.R.	P	Result
F2	<---	F1	0.54	0.06	8.72	0	sig.
F3	<---	F1	0.12	0.05	2.08	0.03	sig.
F3	<---	F2	0.38	0.05	7.35	0	sig.

Source: author's own (compiled from SPSS output)

F1=Usage of social media, F2= Affinity towards social media & F3= Career Decision, SE= Std error, CR= Critical ratio, P=probability of committing type 1 error, Probability is significant at 0.1% level of Significance

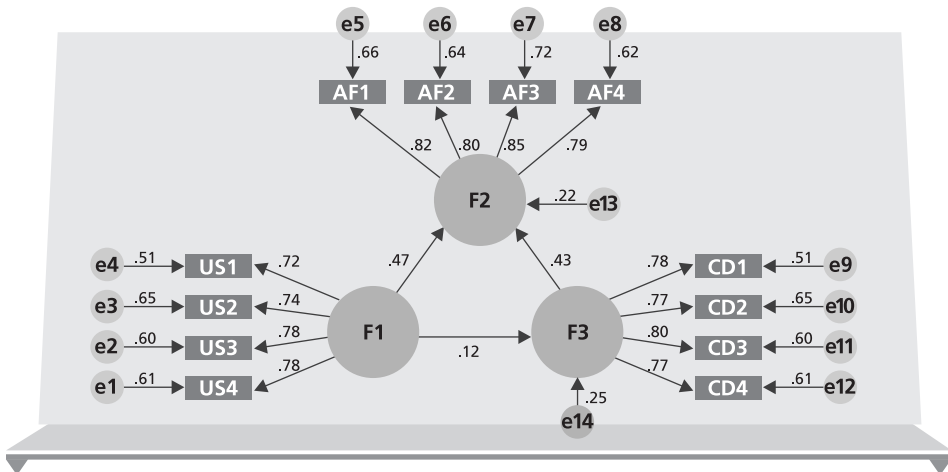


Figure 3. Structural model

Source: author's own (compiled from SPSS output)

13. Findings and Discussions

Three factors with four subfactors each, have been considered to study the mediation effect between social media and career decisions of Gen-Z. Affinity towards social media has been represented by four subfactors i.e., comments

posted on social websites are trustworthy (AF1), comments posted on social websites are a true reflection of the organization (AF2), comments posted on social websites bring transparency in decision making (AF3), comments posted on social websites are unbiased (AF4). Usage of social media has been represented by four subfactors i.e., you follow comments posted on social websites (US1), comments posted on social websites can be leveraged for career (US2), you find comments posted on social websites as a good source of guidance (US3), you get a positive direction in your career by referring to the comments posted on social websites (US4). Career Decision has been represented by four subfactors i.e., you decide to join an organization on the basis of comments posted on social websites (CD1), reviews on social media can be relied on for career decisions (CD2), comments posted on social websites are important for career decision (CD3), comments posted on social websites help firm up career decisions (CD4). The Cronbach alpha test for each of the factors was above the threshold score of 0.70 and hence the factors were found to be reliable. Using Factor Loading and Average Variance Extracted (AVE), validity has been confirmed for each of the factors. i.e., the AVE values against Affinity is 0.66, for Usage is 0.56 and for Career Decisions is 0.60. AVE value for all the factors is above 0.5 and hence each of the sub factors representing the three factors gel well while defining the construct. The results of this research are consistent with the hypotheses being tested and support the hypotheses (H₁) (H₂) (H₃) and (H₄).

14. Mediation effect of Affinity towards social media

The objectives of this research is to study whether Affinity towards social media (AF) can influence relationship between Usage of social media (US) and Career decisions (CD).

The statistical analysis reveals (as given in table 6) that the indirect effect is stronger amongst the three factors i.e., affinity towards social media, usage of social media and career decisions of Gen-Z (B=0.201, P<0.0007, representing indirect effect from SPSS statistical analysis) as compared to direct relationship. (B=0.188, P=0.428, representing direct effect from SPSS statistical analysis) In fact, direct effect is insignificant compared to indirect effect which is significant and hence full mediation exists. In other words, Affinity towards social media (AF) totally influences relationship between Usage of social media (US) and Career Decision (CD). It is evident from the findings that Gen-Z demonstrate affinity towards social media reviews and make career decisions based on

reviews. Mere use of social media does not influence the career decisions but the affinity towards social media (AF) totally influences relationship between Usage of social media (US) and Career Decision (CD). Organizations can now leverage the findings of this research and redefine the talent acquisition strategy to attract the Gen-Z.

Careers are important for Gen-Z. They are continuously hooked on to social media and use social media reviews for deciding their career. Hence Affinity towards social media, Usage of reviews on social media and Career decision have been considered as factors for this research. Through this empirical study it has been established that affinity towards social media is influencing the career decisions amongst Gen-Z. Through this study it has been empirically analysed and the findings highlight that Gen-Zs career decisions are deeply influenced by the affinity and usage of social media. The findings enable forming of hiring strategies to attract Gen-Z at work.

15. Implications

This research is empirical in nature and sets a direction for future researchers in the area of social media and Talent management strategies by exploring possible variables and their co-relations. This research highlights that reviews on social sites influence Gen-Z's career decisions. It highlights the importance of employee centric policies and processes which help create a conducive work environment. Employee centric processes and strategies will enable positive reviews about the company on social sites, thereby attracting the Gen-Z at work.

Organizations can leverage this research for redefining HR processes and talent strategy for hiring. Since it is established, that social media does have an influence on the career decisions, organizations can focus around building the systems for talent acquisition leveraging social media platforms. Organizations can consider the findings of this research as input for improvement in their digital branding strategy and redesigning of the career page on the company's website to attract Gen-Z.

16. Limitations and future scope

The research was conducted considering 484 samples though having a regional context. A wider study can be conducted which will help generalise the findings of the study at global level. There is a scope to study if the trend continues or changes in the future and the possible reasons behind the change. Analysis

of the types of review and its corresponding impact on the career decisions of workforce can be studied in future.

17. Conclusion

From the statistical findings of this research, it can be concluded that social media has an influence on the decisions taken by Gen-Z with reference to their career. Their affinity and continuous usage of social media are not mere traits but have an influence on their career decisions. Organizations can leverage it to attract Gen-Z at work. Gen-Z form their opinion whether to work for the company or not after reading the reviews about the company on social sites. Their affinity for social media plays a mediating role between the usage of social media and career decisions taken by Gen-Z talent.

Organizations should take note of the sensitivities involved in attracting and retaining the technology and social media savvy Centennials. HR managers should leverage social sites for promoting the organization brand. Employee centric polices and conducive work environment in the organization would lead towards employees sharing reviews in favour of the organization on social sites. This enhances company's image and helps in creating a strong digital brand on the social media platform thereby attracting Gen-Z Talent to the Organization. The research highlights importance of the social media technology which influence career decisions amongst Gen-Z. Findings from this study will enable the renewal of hiring strategies and processes in the organizations. This research will also add to literature on Gen-Z studies and help the organizations.

Summary

Gen-Z leverage social media to showcase their skills and talent to ensure good career opportunities. The objective of this research is to study the mediation effect of affinity towards social media in defining relationship between social media and career decisions made by Gen-Z.

Purposive sampling technique is used to collect responses from 500 Gen-Z. Structural dependence relationship between the constructs has been analysed using Structural equation modelling (SEM) technique. Mediating effect has been studied using Bootstrapping technique. The model's validity and reliability has been examined by using Confirmatory Factor Analysis.

Results show Gen-Z demonstrate affinity towards social media reviews and make career decisions based on them. Mere usage of social media does not influence their career decisions but the affinity towards social media plays a mediating role between usage and career decisions. Findings of this empirical research will help HR managers in redefining of hiring strategy and help attract Gen-Z talent by leveraging social websites. This research is a value addition as limited research work is available in this matter and help managers in redefining the HR and Talent strategy.

Key words: *Gen-Z, Social Media, Affinity, Career decisions, Mediation Effect.*

JEL Codes: J24, D83, Z13.

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