T.C.
ISTANBUL GEDİK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES

CHARACTERISTICS AND RECRUITMENT STRATEGY OF GENERATION Z IN INDUSTRY TRADES: AN EXAMPLE OF THE WELDER PROFESSION

MASTER'S THESIS

Farouck Oumar SANOGO

Department of Business Management

Business Administration Thesis Master's Program in English

JULY 2023

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DECLARATION

I Farouck Oumar SANOGO as a result of this declare that this thesis titled " Characteristics And Recruitment Strategy of Generation Z In Industry Trades: An Example of the Welder Profession" is original work I did for the award of the master's degree in the faculty of Business Management. I also declare that this thesis or any part of it has not been submitted and presented for any other degree or research paper in any other university or institution. (13/07/2023)

Farouck Oumar SANOGO

DEDICATION

I wish to begin this memory by thanking the Most Merciful Allah, who has granted me the breath of life, energy, health and inspiration in this adventure.

Then I want to say thank you to my family, especially to my father Mr. Mamadou SANOGO who gave me this chance to continue my studies by fully financing this schooling. Thank you to my mother Mariam DABO who never stopped praying and supporting me throughout my training. Thank you to my brothers mainly Moryba and Aly who during my years here in Turkiye gave me great moral support. Thank you to all people who have accompanied me during these last years of adventure.

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I will continue with Assist. Prof. Esra SİPAHİ DÖNGÜL whom I thank for his interest in this work. She is at the origin of this final version of my work. These with detail, rigor and expertise she brought clarity to my work. I want to thank her for her time at short notice to re-read my brief and for the admirable work; she was able to do in a very short period of time. I hope I have been able to produce a brief that meets your expectations.

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PREFACE

This thesis is part of the Master's degree in Business Administration. It will study strategies for attracting and recruiting young people in industry sectors with the welding sector as a case study. The idea for this research paper came from the observation that the world in generality is experiencing enormous changes in its evolution. In addition, these changes are due to orient young people towards trades other than those of the industry.

Indeed, since the advent of social networks and other technologies, the interests of this generation of talent have changed. Industries are emptying their staff due to the weight of age, they are short of workers, workstations are emptying and construction sites are increasingly demanding. In other words, the trades of the industry no longer attract.

This study is intended to be a contribution to highlight the various obstacles, but also the opportunities of these professions. Thus, solutions are proposed to remove these barriers, especially those related to the interests of these young people.

There has been no shortage of difficulties. They are particularly relevant to the availability of reliable and timely data. They also concern the availability of agents who make decisions in the industry for the conduct of interviews. This last situation forced us to content ourselves with the informal interviews we were able to have with a few specialists.

July 2023 Farouck Oumar SANOGO

TABLE OF CONTENTS

Page

PREFACE ..... **vi**
TABLE OF CONTENTS ..... **vii**
ABBREVIATIONS ..... **ix**
LIST OF TABLES ..... **x**
LIST OF FIGURES ..... **xi**
ABSTRACT ..... **xii**
ÖZET ..... **xiv**
1. INTRODUCTION **1**
1.1 The Problem 3
1.2 Research Hypotheses 4
1.2.1 The objectives of the research 4
1.2.2 Reasons for choosing this topic 5
1.3 Study Approach 6
2. UNDERSTANDING YOUNG PEOPLE (GENERATION Z) WITH A VIEW TO ATTRACTING AND RECRUITING THEM **7**
2.1 Profiles of Generation Z 7
2.1.1 Generational evolution 7
2.1.2 The silent generation 8
2.1.3 Baby boomers 9
2.1.4 Generation X 10
2.1.4 Generation Y or millennial 10
2.1.5 Generation Z: their innate skills and personalities 12
2.1.5.1 The “hatching” of Generation Z 13
2.1.5.2 Generation Z skills 13
2.2 Generation Z's Relationship with Employment 14
2.2.1 The aspirations of Generation Z 14
2.2.2 The ideal company imagined by the Generation Z 16
2.3 Generational Shock X, Y and Z: Why The Need To Understand Them? 17
2.3.1 A different relationship with the world of work 17
2.3.2 What influence relationships? 19
2.3.3 Towards a generational, shock X, Y and Z in our organizations? 20
2.4 Loyalty: The Goal for the Company and the Starting Point for Generation Z 21
2.4.1 The Generation Z perspective: the starting point 21
2.4.2 The black point of retention of the welding profession 22
3. INTEGRATING RECRUITMENT INTO THE CHANGING WELDING PROFESSION **23**
3.1 Focus on the Current Market for the Welding Profession 23
3.1.1 What is welding? 23
3.1.2 What is the view of the younger generation on the sector? 24
3.1.2.1 The evils that undermine the profession 24

3.1.2.2 The other reality of the sector apart from prejudices 29
3.1.2.3 Recognized profession vs an unattractive image 31
3.1.2.4 A diversity of welder roles vs a shortage of talent 33
3.2 The Technological Evolution of the Sector 34
3.2.1 The acceleration of the digitalization phenomenon 34
3.2.2 The technological progress of the sector 35
4. THE ROLES OF HUMAN RESOURCES MANAGEMENT 38
4.1 Human Resources Management 38
4.1.1 Human resource management practices 38
4.1.1.1 Strategic human resource management 40
4.1.1.2 Contingency theory 43
4.1.2 Recruitment and attraction of Generation Z 44
4.1.2.1 The different recruitment channels 44
4.2 Company Image 55
4.2.1 Brand image 56
4.2.2 The employer brand 57
4.2.2.1 The role of the employer brand 58
4.2.3 Social media 61
4.2.3.1 The e-reputation in an organization 61
4.2.3.2 The impact of social media 64
5. METHODOLOGY 66
5.1 Describing the Case Study 66
5.2 Type and scope of research 66
5.3 Determining the Sample Size 67
5.4 Limit of the Study 68
5.5 Data collection 69
5.5.1 Type of analysis required 69
5.6 Survey Results 69
5.6.1 Demographic statistics 69
5.6.2 Variables of school and work life 71
5.6.3 Examining the relationship between the university and the variables 75
5.6.4 Examining the relationship between the gender and the variables 79
5.6.5 Examining the relationship between the age and the variables 81
5.6.6 Acceptance/rejection of hypotheses regarding the results of the analysis 84
6. CONCLUSION, DISCUSSION AND SUGGESTION 87
REFERENCES 96
APPENDICES 107
RESUME 112

ABBREVIATIONS

AI : Artificial Intelligence
CCI : Chamber of Commerce and Industry
CIDJ : Centre d'Information et de Documentation Jeunesse
CPF : Compte Professionnel de Formation
CV : Curriculum Vitae
FMI : Federation of Industry Mechanical
GEN : Generation
HR : Human Resource
HRM : Human Resource Management
HSRM : Strategic Human Resource Management
ICT : Information and Communication Technology
MAG : Metal Active Gas
MIG : Metal Inert Gas
MMA : Manual Metal Arc
NICT : New Information and Communication Technologies
OECD : Economic Co-operation and Development
PAC : Professional Aptitude Certificate
SEO : Stands for search Engine Optimization
TIG : Tungsten Inert Gas
UIC : Union of Industry Chimical
UIMM : Union des Industries et Métiers de la Métallurgie
VR : Virtual Reality
WI : Welding Institute
WTF : Wikipedia, Twitter and Facebook

LIST OF TABLES

Page

Table 2.1: Different Professional Behaviors for Each Generation 20
Table 4.1: Motivational Factors and Hygiene Factors According to Herzberg ... 51
Table 5.1: Demographic Variables 70
Table 5.2: Variables of School and Work Life 71
Table 5.3: Examining the Relationship between the University and the Variables 76
Table 5.4: Examining the Relationship between the Gender and the Variables .. 79
Table 5.5: Examining the Relationship between the Age and the Variables 81
Table 5.6: Acceptance/Rejection of Hypotheses Regarding the Results of the Analysis 84

LIST OF FIGURES

Page

Figure 2.1: To Each Generation Its Relations 19
Figure 4.1: Model Representing HRM and Organizational Effectiveness..... 41
Figure 4.2: Pyramid of Maslow 48
Figure 5.1: Distribution of Demographic Variables Graphic..... 70
Figure 5.2: Distribution of Variables of School and Work Life Graph 75
Figure 5.3: Examining the Relationship between the University and the Variables 78
Figure 5.4: Examining the Relationship between the Gender and the Variables. 80
Figure 5.5: Examining the Relationship between the Age and the Variables..... 83
Figure A.1: Personal Information Survey Questionnaire Google Form 107
Figure A.2: Job Research Information Survey Questionnaire Google Form..... 108
Figure A.3: Job Research Information Survey Questionnaire Google Form (Continuous)..... 109
Figure A.4: Job Attraction Information Survey Questionnaire Google Form ... 110
Figure A.5: Job Attraction Information Survey Questionnaire Google Form (Continuous)..... 111

CHARACTERISTICS AND RECRUITMENT STRATEGY OF GENERATION Z IN INDUSTRY TRADES: AN EXAMPLE OF THE WELDER PROFESSION

ABSTRACT

Generation Y and Z may show different tendencies in the job market and prefer different management approaches. Generation Z can enter the language of economic actors with or without anxiety. It seems that more and more articles are being published on the web about the new generation, which is defined as "Z", "C" (for Communication, Collaboration, Connection and Creativity) or "digital immigrants", according to sociologists, corresponds to the population born since 1995. Generation Z have different aspirations from their elders Millennials or Generation Y, want to be entrepreneurial, pragmatic, community, and digital natives. They desire personal and professional fulfillment through a desire to live in project mode. At the same time, the environment of industrial professions is undergoing a profound and continuous change with technological innovations, especially in the welding sector. The emergence of new professions, more liberal and adapting to these young people, is distancing them from industrial occupations. Since labor shortages are quite common, an aging workforce and a lack of new talent can create challenges in supplying a qualified workforce. Because labor shortages can affect companies' growth and productivity goals, workforce planning is important to deal with such challenges.

Although this issue is current, this phenomenon has been increasing at dizzying rates for several years. It is essential that employers mobilize large-scale tools to counter this reality.

Indeed, Generation Z teens are currently conducting their first hire interview. Recruitment channels are proliferating, the uberization of recruitment is emerging, and candidates are offered a great diversity in terms of recruitment methods. The evolution of expectations and behaviors requires professionals to adapt internally to integrate the arrival of this new generation of young people. Therefore, the recruitment process should be rethought by companies and those engaged in the welding sector, taking into account the attractiveness of the profession of the sector.

On the other hand, changing labor dynamics can be a matter of concern not only for employers, but also for professionals in the trade. Changes in the job market mean that trade professionals may face new challenges in terms of their skills, know-how and competitive advantages. What are the solutions to attract young people and become an attractive employer? Since Generation Z is a natural product of the digital age, communication preferences may be different from other generations. Hiring new generations in the future to meet the needs of the profession requires getting to know Generation Z and deciphering their expectations and ways of working.

This thesis aims to propose a change in recruitment methods to professionals in the industrial sector, mainly in the welding profession, or, if necessary, to human

resources departments. In this thesis, "Personal Information Survey, Business Research Information Survey and Business Attraction Center Information Survey" were used. Survey analysis was carried out on the questionnaire forms filled out by 152 volunteer participants, most of whom were university and graduate students.

The analyzes were analyzed with SPSS 21.0 program and studied at 95% confidence level. In the analyzes, the frequency and percentage values of the categorical variables were determined. The relationship between university, gender and age and categorical variables was analyzed by Chi-square test. The results obtained by the analysis of the data were interpreted by comparing them with the findings obtained by the literature review. When choosing a company for a job or internship application, there is a significant relationship between paying attention to the expectations criterion and the university where the university is studied. When choosing a company for a job or internship application, there is a significant relationship between paying attention to the criteria of difficulties and the university where the student is studied. There is a significant relationship between the university visited and the choice of field of education. There is a meaningful relationship between the university attended and what is important in the workplace or in a job. There is a meaningful relationship between thinking about the knowledge needed before choosing to engage in commerce and the university attended. There is a significant relationship between age and job or internship search status. As the age increases, the tendency to look for a job or do an internship also increases. There is a significant relationship between age and knowledge of resource trade. As the age increases, the level of knowledge also increases. To go further within this framework, this also proposes to the authorities' different tools and arguments aimed at responding to the inadequacies of attractiveness faced by the welding profession. Thus, it is hoped that the proposed solutions will meet the expectations of Generation Z, who are eager to satisfy their desires every day. Although studies of Generation Z's communication preferences and habits provide a general understanding, every individual may be different, and generalizations may not always apply. Everyone's communication preferences can vary depending on factors such as personality, experiences, and cultural differences.

In conclusion, although this thesis is by no means an in-depth organizational diagnosis, it does represent an analytical support for companies and SMEs that enables them to take the necessary measures to counter today's reality.

Keywords: *Strategies, Resource, Industries, Production*

ENDÜSTRİ TİCARETİNDE Z KUŞAĞININ ÖZELL İKLERİ VE İŞE ALIM STRATEJİSİ: KAYNAKÇI MESLEĞI ÖRNEĞİ

ÖZET

Y ve Z kuşakları iş piyasasında farklı eğilimler gösterebilmekte ve farklı yönetim yaklaşımlarını tercih edebilmektedir. Z kuşağı, ekonomik aktörlerin diline kaygılı ya da kaygısız olarak girebilmektedir. Web'de "Z", "C" (İletişim, İşbirliği, Bağlantı ve Yaratıcılık için) veya "dijital göçmenler" olarak tanımlanan yeni nesil hakkında giderek daha fazla makale yayınlandığı görülmektedir. Z kuşağı, bir pazarlama terimi olmasının yanı sıra, gerçek bir demografik nesil olup sosyologlar tarafından daha çok bilinen bu nesil, 1995'ten itibaren doğan nüfusa karşılık gelmektedir. Büyüklerinden farklı özlemleri olan "Y" kuşağı ise, girişimci, pragmatik, topluluk ve dijital yerliler olmak istemektedir. Y kuşağı, proje modunda yaşama arzusu sayesinde, kişisel ve profesyonel tatmin olmayı arzulamaktadır. Aynı zamanda, endüstriyel mesleklerin ortamı, özellikle kaynak sektöründe teknolojik yeniliklerle derin ve sürekli bir değişim geçirmektedir. Yeni mesleklerin ortaya çıkması, daha liberal ve bu gençlere uyum sağlaması, onları endüstriyel mesleklerden uzaklaştırmaktadır. İşgücü sıkıntısı yaşanması oldukça yaygın bir durum olduğundan, yaşlanan işgücü ve yeni yeteneklerin eksikliği, nitelikli iş gücü temininde zorluklar yaratabilmektedir. İşgücü sıkıntısı, şirketlerin büyüme ve verimlilik hedeflerini etkileyebildiğinden, işgücü planlaması, bu tür zorluklarla başa çıkmak için önemlidir.

Bu konu güncel olmakla birlikte bu fenomen birkaç yıldır baş döndürücü oranlarda artmaktadır. İşverenlerin bu gerçekliğe karşı koymak için büyük ölçekli araçları harekete geçirmeleri esastır.

Gerçekten de, Z kuşağı gençleri şu anda ilk işe alım görüşmeleri yapmaktadır. İşe alım kanalları çoğalmakta, işe alımların uberleşmesi ortaya çıkmakta ve adaylara işe alım yöntemleri açısından büyük bir çeşitlilik sunulmaktadır. Beklentilerin ve davranışların evrimi, profesyonellerin bu yeni nesil gençlerinin gelişini entegre etmek için dahili olarak uyum sağlamalarını gerektirir. Bu nedenle işe alım süreci, sektörün mesleğinin çekiciliği göz önünde bulundurularak şirketler ve kaynak sektörüyle uğraşanlar tarafından yeniden düşünülmelidir.

Diğer taraftan değişen işgücü dinamikleri, sadece işverenler için değil, aynı zamanda ticaretteki profesyoneller için de endişe verici bir konu olabilmektedir. İş piyasasında yaşanan değişimler, ticaret profesyonellerinin yetenekleri, bilgi birikimi ve rekabet avantajları açısından yeni zorluklarla karşı karşıya kalabilecekleri anlamına gelmektedir. Gençleri çekmek ve çekici bir işveren olmak için çözümler nelerdir? Z kuşağı, dijital çağın doğal bir ürünü olduğu için iletişim tercihleri diğer kuşaklardan farklı olabilmektedir. Mesleğin ihtiyaçlarını karşılamak için gelecekte yeni nesillerin işe alınması, Z kuşağını tanımayı ve beklentilerini ve çalışma biçimlerini deşifre etmeyi gerektirmektedir.

Bu tez, başta kaynak mesleği olmak üzere sanayi sektöründeki profesyonellere veya gerekirse insan kaynakları departmanlarına işe alım yöntemlerinde bir

değişiklik önermeyi amaçlamaktadır. Bu tezde “Kişisel Bilgi Anketi, İş araştırması Bilgi Anketi ve İş Cazibe Merkezi Bilgi Anketi” kullanılmıştır. Çoğunluğu üniversite ve yüksek lisans öğrencilerinin oluşturduğu 152 gönüllü katılımcının doldurduğu anket formları üzerinden anketi analizi gerçekleştirilmiştir.

Gerçekleştirilen analizler SPSS 21.0 programı ile analiz edilerek %95 güven düzeyinde çalışılmıştır. Analizlerde kategorik değişkenlerin frekans ve yüzde değerleri belirlenmiştir. Üniversite, cinsiyet ve yaş ile kategorik değişkenler arasındaki ilişki ise Ki-kare testi ile analiz edilmiştir. Verilerin analizi ile ulaşılan sonuçlar alanyazın taramasıyla elde edilen bulgular ile kıyaslanarak yorumlanmıştır. İş veya staj başvurusu için şirket seçerken beklentileri kriterine dikkat edilmesi ile çalışılan üniversite arasında anlamlı bir ilişki vardır. İş veya staj başvurusu için şirket seçerken zorluklar kriterine dikkat edilmesi ile çalışılan üniversite arasında anlamlı bir ilişki vardır. Gidilen üniversite ile eğitim alanı seçimi arasında anlamlı bir ilişki vardır. Devam edilen üniversite ile işyerinde veya bir işte neyin önemli olduğu arasında anlamlı bir ilişki vardır. Ticaretle uğraşmayı seçmeden önce ihtiyaç duyulan bilgiyi düşünmek ile devam edilen üniversite arasında anlamlı bir ilişki vardır. Yaş ile iş veya staj arama durumu arasında anlamlı bir ilişki vardır. Yaş arttıkça iş arama veya staj yapma eğilimi de artmaktadır. Yaş ile kaynak ticareti hakkında bilgi sahibi olma arasında anlamlı bir ilişki vardır. Yaş arttıkça bilgi düzeyi de artmaktadır. Bu çerçevede daha da ileri gitmek için, bu aynı zamanda yetkililere, kaynak mesleğinin karşılaştığı çekicilik yetersizliklerine cevap vermeyi amaçlayan farklı araçlar ve argümanlar önermektedir. Böylece, önerilen çözümlerin, her gün arzularını tatmin etmeye istekli olan Z kuşağının beklentilerini karşılaması umulmaktadır. Z kuşağının iletişim tercihleri ve alışkanlıkları hakkında yapılan çalışmalar genel bir anlayış sağlasa da, her birey farklı olabilir ve genellemeler her zaman geçerli olmayabilir. Herkesin iletişim tercihleri, kişilik, deneyimler ve kültürel farklılıklar gibi faktörlere bağlı olarak değişebilmektedir.

Sonuç olarak, bu tez hiçbir şekilde derinlemesine bir örgütsel teşhis olmamasına rağmen, şirketler ve KOBİ'ler için günümüzün sert gerçekliğine karşı koymak için gerekli önlemleri almalarını sağlayan analitik bir desteği temsil edeceği düşünülmektedir.

Anahtar Kelimeler: *Stratejiler, Kaynak, Endüstriler, Üretim.*

1. INTRODUCTION

Becoming a professional or an expert in a sector of activity mainly involves the ability to choose one's career, to make the choice of one's professional orientation. The notion of professional orientation appeared in the 1900s, at the crossroads between school and professions and under the scientific auspices of psychology (Martin, 1940). Orientation, also called educational and professional orientation or professional, university and career orientation, consists of offering a person of school age and even adults (compulsory or post-compulsory, even permanent or continuous) the different streams in which they could fit in according to their interests, their previous school career, and their personality (OCDE, 2014).

Career choice is a crucial and very important step in the life of any person (man or woman). This choice engages both the individual (student or not), his family, and in some cases his entourage (Hoibian and Millot, 2018). This is a decision that should not be taken lightly. At this stage of life, social pressure pushes us to ask ourselves several questions: what to choose? What do I want to do as a job? What are the most promising jobs? What are the opportunities in the sector or who is available to me?

The Organization for Economic Co-operation and Development (OECD), in its Review of Career Guidance Policy, defines career guidance as "services and activities designed to help people, at all ages and at all stages of their lives, to make choices in education, training, and occupation and to manage their careers" (Jacques, 2017). In some cases, choosing what we want to do as a job can become a real headache for some of us. The choice of professional orientation, which should normally be a personal decision based on our deep aspirations and our skills acquired throughout our college and high school careers, is greatly impacted by several exogenous parameters such as the society in which we find ourselves, the family, guidance counselors, the media, the state, and the job market. When we leave high school, we are immediately confronted with the reality of the career choice that will determine the rest of our studies or our professional future. There are indeed several possible career choices, several types of training and many professions, many of

which are very little known, often categorized, and suffer from a severe lack of personnel. These professions, as important as they are, often end up disappearing under the weight of new professions and their very persuasive communication strategies.

Indeed, in recent years we have witnessed the rise of several active sectors with attractive content and which are increasingly solicited by young people. These are the information and communication technology (ICT), construction, health, finance, jurisdiction, communication, journalism, computer engineering, film etc. sectors. In France, for example, the vocational training market has undergone many developments in recent years. The latest reform to date, the "Professional Future" Law of September 5, 2018 gives each person the freedom to choose their professional future. This is thanks to the introduction of the Personal Training Account (CPF) and by strengthening companies' investment in the skills of their employees (Travailemploi, 2019). According to the 2021 Training Barometer, the most popular courses for workers are training in the field of IT, in foreign languages, and more particularly in English, Management training (Lemaigre-Voreaux, 2021).

However, some sectors such as manufacturing, particularly welding, are full of aging employees close to retirement (Khomri, 2019). The sector suffers from a glaring lack of young talent, qualified employees and may be in danger of disappearing. Too many young people still have a dusty image of this sector. According to a survey Harris Interactive for Coca Cola Enterprise on the occasion of Industry Week, 30% of 15-34 year olds say they have a bad image of jobs in the industry (Lévy, Lancrey-Javal, & Prunier, 2021).

- The image of an old-fashioned sector,
- Male occupations,
- Employs low-skilled profiles,
- Do not hire,
- The industry pays poorly,
- Working in a factory is repetitive, painful and dirty.

These prejudices make these sectors a target of general disinterest, especially among young people. It is for this reason that faced with this situation and in the perspective

of a search for solutions that the theme of this thesis focuses on “strategy for attracting and recruiting young people in industry trades, in a context where workers are aging ". As the industrial sector is vast, the choice made is to focus mainly on the particular shape of the metallurgy sector especially welding profession, which is positioned as the heart of this discipline. This trade is interesting to study in the context of this thesis because, on the one hand, it represents a particular importance in this industrial and complex sector that is still poorly understood, and on the other hand, because it is the most controversial, stigmatized and the least studied.

This research is relevant since succession management is an essential element in organizations, not to mention the importance of having serious data on the values of young people in relation to human resources management practices. Organizations will therefore be able to better target the desires, attraction and retention factors that correspond to young people's vision of the workplace and, of course, their aspirations.

1.1 The Problem

In summary, the current socio-demographic situation and the increasing number of articles and reports on the phenomenon inspire the subject of this research. The theme of the project focuses on the factors of attraction and recruitment of human resources in industrial professions. More specifically, the problem refers to the difficulty of attracting quality candidates in sufficient numbers, in a context of aging current employees. The objective of this study is to find out the incentives, i.e. the pull factors that allow the recruitment of young adults to an employer, more specifically in the welding sector. This project will focus on young academics, future workers. All this to determine whether the incentive factors for attraction and retention remain substantially the same depending on the sector.

What are the strategies that could make the welding profession more attractive to young people and remedy the problem of aging personnel?

In order to answer the research question, the following sub-questions were asked:

- What is exactly welding as a profession? What is the importance of this trade in industrial sector?
- What are the challenges facing the sector and what are their origins?

- How does welding contribute to affect the evolution of the industrial world?
- What is the strategy to revitalize the attractiveness of the sector?

1.2 Research Hypotheses

Strategize for a solution where aging employees in certain sectors are retiring while potential young employees are not interested in these jobs, putting certain sectors at risk of not being able to continue production and manufacturing.

Hypothesis 1: Potential young employees are not interested in these jobs due to a negative or outdated perception of these sectors.

Hypothesis 2: Young potential employees are attracted to sectors that offer more innovative, technological career opportunities and are in line with current trends.

Hypothesis 3: Promoting the positive image and reputation of the sectors concerned, highlighting career opportunities, job stability and associated benefits, can attract more young talent.

1.2.1 The objectives of the research

The objectives of this research are as follows:

- Understand the factors that influence the disinterest of potential young employees in certain jobs in these sectors.
- Identify the career and employment needs, expectations and motivations of potential young employees.
- Assess the challenges and barriers that aging employees face when considering retirement.
- Review best practices and successful initiatives in other sectors to attract and retain young talent.
- Present a theoretical framework specifying the origin, concepts, and evolution of the welding sector.
- Respond to research issues and understand the link between existing communication strategies and their influences on young people.
- Highlight the different strategies that arise from the promotion and marketing of services.

- Know the essential points that must be taken into consideration when implementing marketing communication strategies in order to create attraction around the sector.
- Give a clear and precise idea about welding and show its great role in the industrial and production sectors.

1.2.2 Reasons for choosing this topic

Personal reasons:

We chose this subject because it is related to our field of training (business management): marketing and service strategies of the components of our training. Thus, we judged it useful not to depart from the framework of our specialty and this by choosing a theme combining a major aspect of the specialty.
Although interesting as a subject, there is also the desire to respond to a real problem by proposing innovative solutions.

Objective reasons:
Strategy is a very important aspect of the process of developing and positioning a company or business on the market. It makes it possible to increase the performance of the company and to understand and attract its potential customers.

Societal problem: The aging of the workforce and the lack of interest of potential young employees in the industrial sector create socio-economic issues. Studying this theme helps to understand and find solutions to problems that could affect production and manufacturing in these sectors.

Economic impact: Some sectors like welding that fail to attract young talent to replace aging employees may face difficulties in maintaining production, resulting in negative economic consequences. Studying this theme makes it possible to propose measures to ensure the continuity of economic activities in these sectors.

Career opportunities: Studying this theme offers the opportunity to understand the motivations and expectations of potential young employees in terms of career. This makes it possible to develop strategies to make jobs in these sectors more attractive and offer new career opportunities to young talent.

1.3 Study Approach

To meet this purpose, this thesis will be divided into two axes.

The first section of this work is called parte theoretical. In this part we present in detail the characteristics of the different generations with a large plan on the current generation. We discuss their habits, their relationship with the professional environment and also their expectations and views on the welding sector. The second section includes the literature review and research methodology.

We address themes in line with our subject including strategies, human resources management, attraction and recruitment theories according to certain literatures and authors. Then our data collection approach, the presentation of the data and our interpretation of the results obtained. Finally, we concluded with a conclusion and recommandations.

2. UNDERSTANDING YOUNG PEOPLE (GENERATION Z) WITH A VIEW TO ATTRACTING AND RECRUITING THEM

Generation Z is the generation of people born between 1996 and 2012. As was the case with Generation Y, Generation Z goes by different names. The letter Z, in addition to following alphabetically the two previous generations (X, Y), would mean “zapping” and would come from the tendency of this generation to zap what it does not consider useful (Allain, 2014). Michael Wesh called individuals "emos" in relation to their will being guided by their emotions. They are also categorized with the pseudonyms "I-Generation", in relation to their close connection with the internet, "WTF generation", for Wikipedia, Twitter and Facebook, or "hashtag generation" for the popularized use of the day. On social networks during their youth (Élodie & Marie-Ève, 2018). In addition, it is under the name of “Generation C” (connect, communicate, create, operate) or “Generation CLIC” (creative, lucid, honest, collective) that we hear a lot about them (Allain, 2014). However, this 4 C rule may vary depending on the study. Some authors replace the term "connect" with "critical thinking". (Allain, 2014). So much so that others speak of Generation C for "connected, communicative, content-centric, computized', community-based and click-through all the time" (Roman et al., 2011).

2.1 Profiles of Generation Z

2.1.1 Generational evolution

The definition and meaning of the term “generation” differ depending on the context in which it is used. The demographer will consider a generation to be all the individuals born in the same year. The genealogist will use this word to classify people on the same floor of a family tree. In addition, the historian will use it to calculate the duration of the renewal of men in society.

"In sociology, a generation is a group of individuals who have experienced the same historical, economic, and social events over the same period... This reflection of the

society in which young people have grown up creates behaviors characteristic of the generation, based on a culture that will mark their whole life" (Khodorowsky, 2015).

In order to identify the birth of the individuals making up Generation Z, it is interesting to return to the evolution of the generations beginning in the 21st century.

Sociologists distinguish society into five types of generations:

- The silent generation, population born between 1925 and 1942,
- Baby-boomers, population born between 1946 and 1964,
- Generation X, population born between 1965 and 1979,
- Generation Y, population born between 1980 and 1995,
- Generation Z, population born between 1995 and 2010,
- Generation Alpha, population after the year 2010.

The generation is not only specific to an age group, but also specific to a major economic, technological, and societal evolution.

"The political, economic, social and cultural context confers on a generation traits that will determine its history: its lifestyle, its values, its cultural practices, etc. will remain markers that necessarily interest marketing and communication professionals" (Khodorowsky, 2015).

2.1.2 The silent generation

The silent generation is that of people born between 1901 and 1944, although some studies classify it more between 1925 and 1942 (Pierre, 2020). These are the parents or grandparents of those known as "baby boomers". This generation was so called following the few claims it generated. Before Marshal Pétain made it the motto of France during the Vichy regime (Pétain, 1940), "Work, family, homeland" was the way of life of people from this generation.

This generation is based on respect for authority, hierarchy, and the established order. Also of religion, which leads to an attachment to fundamental principles. They live according to their values, their beliefs, and their culture. These people generally have a conservative spirit; they are attached to traditions, the transmission of values, and loyalty. They live according to a rigid pattern, which they know well and do not want to change (Pierre, 2020).

The silent generation, also known as the traditionalists, is now retired or dead. It marked the economic world by its strong involvement in the world of work and generally by its lack of demands. Appreciations are long and changes in society were slow in their time (AgileMontreal, 2019).

2.1.3 Baby boomers

The generation of baby boomers is that of the children of the silent generation. Most of them were born during the "baby boom", the birth rate peak that took place after the Second World War. It extends approximately from 1945 until the mid-1960s (the years vary according to the studies) (Khodorowsky, 2015). This peak is mainly due to post-war rejoicing. Most baby boomers grew up during the postwar period, between 1945 and 1975. They witnessed unparalleled economic growth and a sharp improvement in living standards. Growth is felt in all sectors, and fundamental advances are taking place. In medicine, we see the arrival of oral contraceptives or the vaccine against polio (Allain, 2014).

In terms of their behavior and state of mind, they are optimistic and individualistic. They value recognition and immediate gratification and reject authority. Unlike their parents, the man and the woman now work a lot. They devote little time to their hobbies, emphasizing their careers, which they want to be beautiful and prolific. They are looking for a good salary as well as a good title above all, and for this reason, they see the change of job as a negative thing. They are people who prefer face-to-face interactions and are competitors (Allain, 2014).

Having entered the job market with exceptional job opportunities, baby boomers are considered valuable collaborators for companies. Indeed, coming from the post-war period of 1945, they work with the expectation of remuneration commensurate with their efforts to meet the needs of their country in reconstruction (Alain, 2007). The need to continue working then becomes obvious, and in the best case for them, it will be part-time (Schneider, 2007). From an economic point of view, they experienced the postwar boom and the genesis of consumer society. Today, the majority are retired; "the grandpa-boom peaked in 2017". Their strong values of belonging (both family and professional) will be instilled in the education of their children, who mostly belong to Generation X.

Today, the retirement of baby boomers raises many questions. Around 2025, a majority of them should have ceased to exercise their work. A significant death curve should appear in the countries affected by the baby boom, as well as an increase in vacant jobs (Alain, 2007).

2.1.4 Generation X

"The spoiled children of the Glorious Thirties gave birth to much less well-off young people" (Desplats & Pinaud, 2015). Referred to as Generation X. Faced with a shortage of jobs in certain sectors, Generation X is in a period of social transition (from the end of colonialism to the Chernobyl accident), marked by strong economic events (stock market and oil crashes in 1973), the appearance of AIDS in 1980, and the rise of the media. The term Generation X has been used in a couple earlier ways, but the primary use of the term now is used to define the generation following the Baby Boomers. Generation X or Gen X for short was also known as the Baby Busters, the Latchkey Generation, and Post-Boomers (Robert, 2021).

Professionally, unlike Generation Y, which is very loyal to their employers, Generation X “has many requirements. They need to learn, grow, and experience.” The purposes are therefore very different since Generation X “ensure that work is a key to their development” (Rocci, 2019). Indeed, the "X" who are the parents of Generation Y and Generation Z, are concerned about the balance between personal life and professional life. While getting involved in taking up their duties, the search for this balance leads to more self-centered and stressed behavior.

2.1.4 Generation Y or millennial

Also called “millennials” or “digital adopters”, the individuals making up Generation Y were born between the end of the 70s and the mid-90s. Again, the dates may vary slightly depending on the studies. The name “Y” has several origins. The most obvious is the one that simply implies that it is the letter after X. A second theory would have the letter "Y" chosen for its phonetic translation, in English "why", because Generation Y is defined as one of those who will most question certain fundamental principles. Finally, the last explanation would like the Y to be the pictorial representation of the intersection of the wires of the headphones coming out of the walkmans, mythical objects of this period. People of this generation are largely

the children of baby boomers, which is why they are often given the label of "echo-boomer". They also share many values with their predecessors, including self-esteem, interest, and enjoyment (Pierre, 2020).

What will mark this generation is the acceleration, in all areas. Advances in computing are colossal: they include the evolution of computers, telephones, which became portable, televisions, and especially the internet. The world is becoming global; all countries are at your fingertips. Which opens a window on the world to anyone in just a few clicks. Young people are cradled in this technology from an early age and will have an intuitive mastery of these tools, and they will often be more alert than previous generations, quickly overtaken by progress.

Given their openness to the world, they are in search of personal development and a good quality of life, which promotes the omnipresence of ever more invasive media. The main leitmotif of Generation Y is the adage of the win-win relationship. His relationship with employment is therefore different from previous generations since what changes with the young Generation Y is that, for him, the divide between professional place and private place does not exist; the work is therefore carried out wherever it sees fit (train, café, office, etc.); what matters is the result. Thus, the young person can work at his place of work; the converse being moreover true: there is no harm in having fun at his place of work, which ultimately is only one place… among others (André, Michel, & Olivier, 2012).

Expectations of Generation Y

Generation Y youth have certain expectations of their workplace (Quialacote, 2010). Indeed, the latter must be:

- **Stimulating**: the work must present opportunities to learn, to allow a certain improvement in the field, and to overcome the limits of the known.
- **Flexible**: the flexibility of schedules due to the hectic pace of life is relatively important for Generation Y.
- **Financially generous**: due to the lack of succession in all sectors, they have a wide choice of employers offering competitive salaries in order to eventually meet the needs of a family to support.
- **Positive and entertaining**: a friendly working atmosphere, where a somewhat playful atmosphere reigns, is a good incentive for Generation Y to feel involved.

- **Focused on collaboration**: the work team represents, for Generation Y, an almost essential tool for the achievement of objectives. The cooperation of the superior is also of undeniable importance in order to support the work of the employee.
- **Goal-oriented**: Millennials have well-established career goals when investing in a business. To stir up their loyalty, the company must ensure that these expectations are met.
- **Respectful**: these workers give as much as they receive. Although they generally have little experience, they are willing to listen to advice if they are also listened to in return.
- **Technological**: in order to stimulate them, the use of the latest technology is an effective means. They like to update themselves on the latest technological tools that can improve the quality of their work.

Looking more closely at the expectations of Generation Y young people, regardless of their country of origin, the fact remains that they do overlap in a few aspects. For example, in a study carried out by the Grégoire Ferrandi School in France (2007), young people gave priority first to the interest linked to work, followed by working conditions, then the salary and the contract, and finally integration and training. In Canada, in a document issued by the firm Watson Wyatt carried out in 2007, employees give first importance to the nature of the work, followed by the salary offered, job security comes in third place; benefits marginal in the penultimate position; and travel distance. For its part, the firm "work foundation" in the United Kingdom states that young workers described a job as ideal when it included the following elements: job security, interest in the tasks and stimulating work, and flexibility of the timetable. Despite the considerable distance separating these countries, the fact remains that the expectations of young people seem to be at least similar.

Now that we have drawn a portrait of the previous generations, let us focus on the one that interests us in this work: Generation Z.

2.1.5 Generation Z: their innate skills and personalities

Generation Z, this new generation represents nearly a third of the active population in France or 26% (versus. 7% in 2019), is not just an accentuated Generation Y or

"2.0" version (Hrmaps, 2021). There is a real paradigm shift, generating a strong cultural evolution, even with Generation Y. The impacts are profound. To understand the members of this generation, it is first necessary to identify in general their origins, their skills and their personalities.

2.1.5.1 The “hatching” of Generation Z

Young people born during this movement are also called "Gen Z" or "slashers" (Phyllis, 2023), they are defined by several attributes, such as "digital native", the silent generation, or even the Z (Z in alphabetical order but also Z for Zapping) (Allain, 2014) and also known as the 'iGeneration' (Milotay, 2020). So many nicknames whose origins come mainly from the context of their appearance. Indeed, like any generation defined by sociologists, the Zs have been marked by an economic, historical, and social context. This population first went through the financial crisis of 2008, the tsunami in 2004 or even the rise of radical Islamism, which caused attacks around the world such, as the attack of September 11, 2001. At the economic level, optimism is not at homes. Thus, often educated in a blended or single parent family (Generation X or Y), Generation Z is used to an uncertain world (Allain, 2014). This economic period is underlined by the appearance of numerous NICTs (smartphones, high-speed internet, tablets, etc.), which explains the term digital native. Finally, at the social level, it is the social networks that will affect their various behaviors.

Nevertheless, this analysis remains cautious since this societal phenomenon cannot be generalized to each individual born during this generation. Sociologists do not all agree on the lengths of generation dates, nor on the denominations used related to their skills, personalities and aptitudes.

2.1.5.2 Generation Z skills

To understand the skills of Generation Z, it is necessary to direct your research through studies in psychology.

Generation Z has grown up in a sphere of cell phones, resulting in a mastery of these tools in speed and automation. This is the observation that we can make when we observe the ease with which a young person can take hold of a new application or the latest mobile phone marketed compared to their elders. The creativity, multitasking,

and enterprising behavior of young Z are all assets illustrating their desire to be actors in their own lives by showing inventiveness and imagination (Allain, 2014).

Nevertheless, these young people report less developed reasoning and self-control than previous generations at the same age. Despite the daily use of digital tools, Generation Z has been the subject of a study by the French government's digital university and the report concludes that the latter is skills are "very superficial and reflect a confusion between habit and skill. Teenagers use computer resources in a quantitative way, and lack the critical perspective to ask themselves the question of the truth of the information (Elodie, 2016). Alongside their innate abilities, Generation Z exudes a personality very specific to their movement.

2.2 Generation Z's Relationship with Employment

2.2.1 The aspirations of Generation Z

Without generalizing, the behaviors and personalities of these young people, hired as interns (for the moment) and shortly as juniors, will make it possible to identify their expectations in the professional environment. It is interesting to question their visions of the business world, their feelings about the ideal position, and their professional aspirations to contribute to the projects of their future employers (Kingman, 2017).

Generation Z highlighted some priorities, which they are much more concerned about than the members of older generations, which mainly related to diversity and equality: Generation Z were far more concerned about prejudice towards people, gender equality and racism (Kingman, 2017).

“In 2025, the economic succession will pass into the hands of young people born between 1995 and 2000. There is no need to wait until 2025 to verify that with them, a new culture is taking shape” (Marie & Florence, 2015). In this forced march towards a new model, the risk is to create incomprehension and resentment, hence the need to understand the desires of this movement.

This generation expects a lot from its professional environment and from the job market (Gigon, 2021):

- **Give meaning to their work**: often responsible for social and environmental issues, this generation is very attentive to the actions of the company to which

they are going to apply. According to a YouGov study; in 2021, 78% of people aged 18-24 would not accept a job that did not make sense to them.

- **Be autonomous**: in the age of entrepreneurship, these young people are not afraid to leave a company to try their luck with a project that is close to their heart or in a company that will give them more autonomy and flexibility at work, (it is not necessary to call your employee every 2 hours when he is teleworking).
- **Flexibility and adaptability**: this point joins the previous one. For the Zs, the routine 9 a.m. to 5 p.m., the "metro-work-sleep" is over. A day or two of teleworking per week, variable working hours to organize their days as they wish or even the 4-day week, if you want to be even more innovative!
- **Team spirit**: even if this generation wishes to be independent, it attaches great importance to the team. According to a Mazars and OpinionWay study, 56% of them consider the working atmosphere and exchanges with colleagues as determining factors in motivation. Hyperconnected but sociable, according to Mazars and OpinionWay, 79% of them expect the company to offer a physical workspace. Even though we are surely living the height of remote working, it is important for them to bond with their colleagues (Mazars, 2019).
- **Recognition**: There are two new forms of recognition that Generation Z is asking for.

- Existential recognition: this involves recognizing the employee for who he is (his character, his personality, his history, etc.). The employee needs to be recognized as a unique person and as one collaborator among many others for the company.
- Integrative recognition corresponds to the management of change. It stems from this generation's desire to change things.

It is important not to underestimate the young members of generation Z. They have a new way of working and can bring a lot to table with their skills. We must therefore make the necessary efforts to understand them and the changes they will introduce in the world of work. These changes will be numerous, especially in terms of quality of life. To avoid intergenerational conflicts, you must bear in mind that these changes

were not invented by Generation Z, but that they are the main spokespersons for them. In fact, these changes affect us all and will benefit many older employees.
By meeting their expectations, we will have a much better chance of retaining a talent from Generation Z, who will be a future manager, and even perhaps your right arm 10 years later….

2.2.2 The ideal company imagined by the Generation Z

By listening to the desires of this generation, the company would be revisited, transformed to meet their aspirations. The Zs surveyed (Sachot-Moirez & Urmès, 2015) described the perfect company:

- More trusting: from a control system to a trust system,
- The company will have to let go and trust the youth;
- More agile: the z company is more innovative, more open to failure;
- Simpler: these digital natives dream of a company in the image of the horizontality that digital allows, i.e. A flattened hierarchy, less complex, more flexible;
- More human-oriented internally and externally;
- More egalitarian: a less discriminating company for a generation that advocates fairness and meritocracy;
- More flexible: the z want companies that are flexible, both in terms of hours, pace, place of work, and codes seen as too rigid;
- More meaningful: a company that impacts society, having that extra soul that makes young employees join the project… get up in the morning.

Thus, the days of the 'little boss' and hyper-hierarchical structures are over. The weight of the process risks suffocating them and scaring them away. This is why their career logic is not necessarily a will, but they favor self-entrepreneurship by wanting to be their own bosses. "We cannot know whether teenagers will take the plunge into starting a business, but what we do know is that they now say they want to become entrepreneurs. They will even seek to reconcile the status of employee with that of auto-entrepreneur to carry out several activities simultaneously" (Élodie & Marie-Ève, 2018).

Finally, the young Z dreams of international. Like their elders who discovered the ERASMUS programs to continue their training abroad, Generation Z wants to start their career abroad. The digital evolution has made it possible to cross borders and take an interest in the cultures of other countries by integrating free access networks. Young Z perceives this opportunity to travel as a form of attraction in which his playing field is expanded.

In conclusion, young people in Generation Z are constantly looking for challenges. They are not afraid of failure, and see it instead as a way to bounce back and improve. They expect their superiors to entrust them with stimulating assignments. However, what will be the impact on their integration into our structures?

2.3 Generational Shock X, Y and Z: Why The Need To Understand Them?

After becoming aware of the desires of Generation Z on the job market, it is important to wonder about future upheavals in order to ensure the cohabitation of three generations. This concerns both work involvement and organizational relationships.

2.3.1 A different relationship with the world of work

Hyper-connected is the adjective that will stick the most to the skin of this generation. Young people who are part of Generation Z have lived their entire lives with new digital technologies revolving around them. They arrived at the dawn of Web 2.0, saw the birth of Web 3.0 and are currently seeing Web 4.0 develop. They grew up with smartphones or tablets and have, for the most part, always lived in a household connected to the internet. Moreover, in their time, everything went through the internet, or digital. For them, teaching must become visual, more interactive, present information instantly and above all incorporate technologies as well as social media and networks (Marcela et al., 2020). Digital tools are used for all purposes such as playing online, getting information or even reviewing lessons. In 2015, a study carried out on French high school students showed that, a third of them spent more than three hours a day on their smartphone, that two thirds used a digital medium to prepare for their baccalaureate, or that they were 11% considered these applications “essential” and they were “ready to revise their baccalaureate

exclusively from their smartphone". Six years later, we can assume that these figures have increased.

From a professional point of view, Generation Z will soon replace the baby boomers, who are gradually leaving the sphere of work. A replacement that will have a heavy influence on society. The Zs are fast; they organize the world according to their preferences and believe they have more rights than duties; one of their main characteristics is to be uninhibited (Allain, 2014). This forces employers to study these young people who upset the established order, as mentioned above. They are self-employed; their first business is themselves, one of the reasons why they acquire a lot of knowledge in a self-taught way, the school "representing only one channel of learning among others" (Casoinic, 2016).

As mentioned earlier, Generation Z is also referred to as Generation C. The result is a "rule of the 4 Cs" which includes four verbs designating this generation: connect, communicate, create as well as collaborate (Allain, 2014).

- **Connect**: because Generation Z is the first to be connected at all times, having grown up with the internet and social networks.
- **Communicate**: the individuals composing it have easy communication, whether virtual or physical. They have also been given multiple means of communication, combined with the immediacy of internet networks. Today, almost all the young people of this generation have a smartphone that connects them to the world around them (in 2015, 97% of high school students claimed to have a smartphone (Casoinic, 2016).
- **Create**: creativity is the very essence of this generation, which needs constant renewal, wonder and seduction.
- **Collaborate**: this is one of the points in common with the silent generation, the return of collaboration, which was mainly lost with generation Y, who are often more individualistic. The Zs put collective thought and commitment back at the center of the debates.

Generation Z suffers from an image obsession. She needs seduction, compliments, looks and approval. The young people in this cohort are ready to do anything to nurture their image, especially on the networks. Anonymity seems to them to be the worst solution.

The important thing is to distinguish yourself from the others and to be popular. In our time, this requires a constant and vital connection (Allain, 2014).

Young people today are seen as informed consumers, they are attracted by advertisements, which fascinate them and "without which everything would be sad" (Marie & Florence, 2015). "A phenomenon that can be linked to a more global process, not to say civilization, which is none other than the passage from the disciplinary-authoritarian society of the first moment of modernity to the consumerist-hedonist-neo -individualist of hypermodernity" (Allain, 2014).

Conversely, for Generation Z, work must rhyme with pleasure or even passion. The Z aspires to work for functions and skills and no longer for a profession and qualifications. Thus, several job titles are used on CVs for the same job. By way of illustration, a web-marketing manager integrates English terms such as business developer, strategic marketing developer or product manager (Brunet-Mbappe, 2013). We are not immune to seeing this phenomenon arrive in the welding profession with Generation Z. Through the variety of job titles, candidates seek to stand out by promoting their functions and skills.

2.3.2 What influence relationships?

To answer the problem of communication in welding workshops, it is necessary to take an interest in the various types of intergenerational relations.

While the relationships of Generation X were part of a vertical logic, Generation Y repositioned the individual at the center of the organization. Generation Z is coming to modernize relations by focusing its priority on horizontal relationships, as illustrated by the excerpt from the survey the biggest Invasion (Sachot-Moirez & Urmès, 2015):

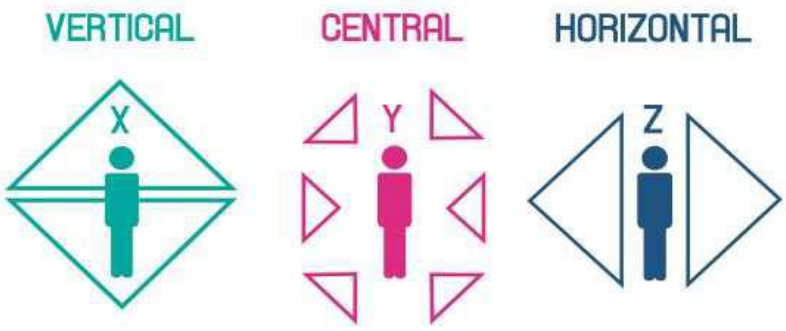

Figure 2.1: To Each Generation Its Relations

Source: BNP PARIBAS (2015)

2.3.3 Towards a generational, shock X, Y and Z in our organizations?

In the past, employees of the same company shared a unity of values and thoughts. With the arrival of young Zs who do not have the same thoughts on the meaning of life, new relationships with their elders will lead to changes in the management of organizations. “With the Zs, management is digitized and humanized” (Desplats & Pinaud, 2015).

The first observations appear: teamwork and the quality of the atmosphere at work are areas on which Generation Z evaluates its superiors. Is not the logic of evaluation going the other way? With the Internet and the access to knowledge it generates, we are witnessing a questioning of the role of “knowing” (Parolesdexperts, 2017). Connecting communities on social networks makes it possible to compare the working atmospheres of competitors. Additionally, Generation Z needs to understand the usefulness of the rules before they execute (Meyronin, 2017). Generation Y was already searching for meaning;

Now the usefulness of missions and projects must be systematically conveyed by organizations to ensure their proper operation.

In addition, young Z is keen to find his place quickly and wants to be a considered and influential actor. The promotion of contributions to the service of the group, in particular through informal communication, is appreciated by this young generation.

Finally, while superiors are used to reasoning based on performance ratios and figures, human value integrates management by leaving room for feelings. Are we ready to access the emotions of Z employees by limiting ourselves less to the rational approach?

These various managerial tracks allow us to summarize the generational shock to come (Krisky, 2007):

Table 2.1: Different Professional Behaviors for Each Generation

	Génération X	**Génération Y**	**Génération Z**
Behavior	Change the rules	Create the rules	Customize the rules
Training	Necessary to Keep me	Continue and wait	Continuous and essential
Learning style	Independent	In collaborative network	Based on technology

Table 2.1: (Cont.) Different Professional Behaviors for Each Generation

	Génération X	Génération Y	Génération Z
Communication styles	in star	Collaborative	Face to face
Problems solving	Independent	Collaborative	Entrepreneurial
Decision	Includes the team	Decide as a team	Persuade the team
Leadership style	Trainer	Partner	Teacher
feedback	Weekly/Daily	On demand	Constant and frequent
Change management	Change = caution	Change = improvement	Change = expectation

Source: Kristy (2007)

2.4 Loyalty: The Goal for the Company and the Starting Point for Generation Z

The previous figure mentions different professional behaviors characteristic of each generation but does not address an essential point in recruitment: loyalty.

2.4.1 The Generation Z perspective: the starting point

Generation Z is often the victim of stereotypes attached to them, of preconceived ideas about them that are harmful to them. Thus, we regularly qualify people as zappers, rebels, hyper-connected or impatient in search of pleasure. Simplistic names for this generation, which is defined by, much more than these prejudices and which nevertheless had to suffer a good deal of criticism or discrimination (Lucie, 2020). Phenomenon observed again recently concerning young adolescents born in 2010 (Daphné, 2021). This does not prevent Generation Z from defining themselves according to seemingly contradictory aspirational couples that are also specific to Generation Y (Élodie & Marie-Ève, 2018). Among others:

- A quest for freedom opposed to a social quest;
- The fact of being rebellious opposed to a quest for identity;
- Disinvestment versus engagement...

While previous generations could have a career in the same company, Generation Y had already shaken up the codes of management by showing many requirements in terms of sustainable commitment (Orange, 2016).

With the young generation Z, a new problem appears. He aspires to exercise several trades, carry out a maximum number of missions, and learn with as many managers

as possible. Indeed, this young man expects a lot from his employer, or risk fleeing the ship. However, is this not the purpose implemented by companies and firms to retain their employees?

2.4.2 The black point of retention of the welding profession

The concept of organizational retention refers to the ability of employers to retain staff that allows them to achieve their strategic and operational objectives (Arthur, 2001). This ability is measured by the concept of voluntary turnover, which refers to the employee's decision to leave the organization (Shaw et al., 1998; Campion, 1991).

In reality, the welding profession itself does not suffer from resignation, as it might seem. Nevertheless, a company or organization should for the best find a way to retain its staff. Regarding Generation Z, as mentioned above, they place a lot of importance on their appearance and the quality of their work environment than on the work itself.

There are many tools to promote employee loyalty: salary development, working atmosphere, balance between private and professional life, bonuses and various advantages, quality of assignments, gain in autonomy, involvement in the life of the firm, training or implementation of new technologies. Loyalty can be characterized by the respect for three variables: meaning, values and pleasure. The tools to act on these variables are levers of satisfaction.

These three variables are all the more important as they correspond to the aspirations of this new generation that wants to be entrepreneurial, pragmatic, community-based, and digital native, fulfilled and living in project mode. In addition, the internal and external environment of the practice of our profession is changing; the next chapter will deal with the impacts on recruitment.

3. INTEGRATING RECRUITMENT INTO THE CHANGING WELDING PROFESSION

Originally, our problem deals with the attraction of young workers in certain trades, particular that of welding: "The profession is facing difficulties in renewing its workforce against the background of the multiplication of departures at retirement and problems of image of rigorous or masculine professions that do not facilitate recruitment" (Dominique, 2019). Yet this profession is full of future and opportunity. While the inventory of the profession deserves to be drawn up, the practice of the profession is also reshaped by the evolution of the environment. The observations on our professions and the environment will make it possible to understand recruitment in the era of Generation Y and the trends observed in recruiting Generation Z.

3.1 Focus on the Current Market for the Welding Profession.

3.1.1 What is welding?

Welding is above all a discipline of the manufacturing industry, which may seem like a new word or a new profession to the ears of the uninformed. However, it dates from the beginning of the Bronze Age, about 3300 years before our era (Admin, 2009). It is defined as a permanent assembly process, Assembly of two pieces of metal, glass or two synthetic products into a continuous whole, generally obtained by heating, or by means of a metal or an intermediate alloy (Mérimée, 1870). Its purpose is to ensure the continuity of the material to be assembled. It starts in Egypt where people used charcoal to heat and bond pieces of metal. Since the Bronze Age, humans have developed new welding techniques. Forge welding was developed in the Middle Ages (Robert-Hauglustaine, 2000). This technique consists of heating pieces of metal, which are then struck with a hammer to amalgamate them.

Welding is much more of an art than a craft. It is because of this error that the welding profession was founded (Granson, 1938).

Without going into the genesis or the complete history of this profession, we will simply state the basic themes (Robert-Hauglustaine, 2000).

Welding is a process by which metal parts or plastic materials are assembled by heating and melting the parts in contact to produce a joint having the same properties as the constituent material of the assembled parts.
Three elements are needed to make a weld:

A source of heat such as an arc, flame, pressure or friction. Most often, this heat comes from an electric arc. The arc is the physical space between the tip of the electrode and the base metal. This space generates heat due to the resistance linked to the passage of the current and to the rays of the arc. The arc melts the metals and allows their fusion (Lesparre, 2023).

Protection by the use of a gas or other substance to protect the weld from the air at the time of its realization. Oxygen in the air makes welds brittle and porous. A filler material, which is the material used to join the two parts together.

3.1.2 What is the view of the younger generation on the sector?

The welding professions are rich: rich in lessons, expertise, know-how, life skills, human relations, or even experiences. However suffers from attraction of young people.

3.1.2.1 The evils that undermine the profession

Information is often considered the prerogative of our time. It is transmitted much faster and can affect many more people around the world than in the past, thanks to current technical means. However, it suffers from a terrible fragility that is manipulation. It can be manipulated and diverted from meaning and direction. Thus, information can easily become disinformation if it is misused, misinterpreted or mistransmitted. The latter (misinformation) is one of the deep pains from which the manufacturing industry and mainly the welding industry suffers. Gradually we will list and analyze the evils from which the welding profession suffer.

3.1.2.1.1 Welding is considered a male profession

- **Welding is a trade for men**

Welding is an ancestral profession that today suffers from several prejudices, recurrent of which is the notion of masculinity. Indeed, many young people think that the welding profession is reserved only for the male gender. They think that you have

to have a certain body physique before embracing this profession. "They associate industrial jobs with assembly line work, with a certain arduousness and think by deduction that they are not accessible to women", observes Vassout (Bancaud, 2014). Indeed, for a very long time the industrial sector was marked by advertisements, which were focused only on men with sometimes very robust silhouettes, sweating profusely and repeatedly exercising the same movements. These images continue to haunt the industry and circulate in people's heads like a placebo effect.

In some African countries, particularly in the developing world, it is very rare to find a female welder. The sector is mainly dominated by the presence of men. "At the beginning it was difficult because people did not understand the fact that I was a woman and I practiced this kind of job" according to Minoze in an interview on YouTube (a young Beninese woman, mechanical engineer who exercises the profession of welder (Ortb, 2019). This young lady had to convince even her parents in order to be able to exercise this profession. As Minoze, many young girls are subject to this social pressure on their career choices, especially concerning the profession of welder (url-1). "Welding is a job made for men", this sentence dominates the recruitment community, the youth community and especially in the collective memory of young girls. This thought has created mistrust among women in the sector. According to Vassout "They associate industrial jobs with assembly line work, a certain arduousness, and think by deduction that they are not accessible to women. The other rumor is that the sector does not allow women to access responsibilities, which is profoundly wrong.

To this we say no, "These are not trades reserved for men" according to Yves Fiorda (20Minutes, 2014), vice-president of the Federation of Mechanical Industries (FIM). He adds “Women even do management; they access all functions much more easily. More and more of them are entrepreneurs (url-2).

- **You need to have big arms**

The industrial sector in general is associated with difficulty, which means that welding is considered painful, robust, and requires muscles. Beudon declares, “We also think that these are physically difficult jobs when it has become much automated” (20Minutes, 2014). Indeed, for years the sector has evolved a lot in technology. It is true that traditional welding still exists, but we can observe a very

great technological evolution with the appearance of robotic arms. State-of-the-art technologies with which our witness company Gedik Holding is endowed.

- **Hygienic fault, dirty and dangerous environment**

André Marcon, president of the CCI affirms, “When one thinks of industry, it is immediately the image of overalls that are black at the end of the day is evoked” (20Minutes, 2014). Industry in general is associated with unsanitary conditions, perspiration and disease. As far as welding is concerned, it is directly associated with difficulty and dirtiness. In Africa where the sector is less developed and, it is indeed difficult to see a welder in clean work clothes without stains. The workshops are in very unhygienic places. They lack work tools and security. This lack of hygiene brings discredit to the sector and is a factor of mistrust and estrangement from the female sex.

On the other hand, in more developed industries with more resources, especially in European countries, there is better organization in clean and very hygienic settings. However, it is difficult to dissociate this negative image of the sector for the collective consciousness. Fiorda of the FIM says about the industry, “they are clean and more and more respectful of the environment. “Especially since the working conditions have changed a lot: “They have improved and been automated”, specifies Diard of the Observatory of metallurgy professions (20Minutes, 2014).

3.1.2.1.2 A repetitive job without innovation

There is also this rumor of the repetition of actions in the sector. Many young people make generalizations about the sectors of industry, they associate welding with assembly line work in the factory where the working hours are endless and accelerated. For Beudon of the UIC, "the work is not repetitive because we transform the material" and, welding is a very autonomous profession, which calls on the creative genius of the welder. It is a job where you have to constantly innovate, you have to be very creative and the projects change at all times. The technicality, precision and inventiveness make this profession a complete discipline where you never get bored. In addition, the working time is adapted and meets the international standards of the labor code. "And some women sometimes appreciate having their afternoon free", takes as an example Diard (20Minutes, 2014), head of the Observatory of metallurgy professions. Carriveau (Welder and Skills Pioneer in

Quebec) says "the pleasure is to put together a big project and see the end result, I think it's really nice the satisfaction it gives".

3.1.2.1.3 A widely misunderstood profession

Welding is a very little known profession, especially in developed countries, unlike in developing countries such as in Africa. It may sound paradoxical, but it really is. In West Africa, for example, welders can be found almost everywhere on street corners. Welding workshops are sometimes in the open air, which gives an advantage of visibility to this area. They are commonly called ironworkers. It should also be noted that iron, as a material is widely used and very present in our daily lives in sub-Saharan Africa.

In Turkey, the sector is very well organized, the welders are in covered workshops, and secure. They are very inaccessible and you only see the finished product of their work. Welders are put in the background a lot, their work is not valued and they are victims of little recognition. This is valid for large metallurgical plants. The welding profession, as noble as it is, lacks valorization.

This lack of recognition and this organization do indeed creates a rift between youth and the sector. “They think this sector is in decline because they have heard of factory closures and relocation,” explains Vassout (20Minutes, 2014), general manager of the Essonne trades faculty, which trains 700 young people in trades. Of the industry. To see a welder in Turkey or in a developed country, he must request a factory visit. It is imperative to visit a company or a manufacturing plant that employs in this sector.

Unlike the 1960s when the sector was at its peak and the working class was very present and at the heart of the debates and the news. This sector is now reduced to the background of industries, which gives it an unrecognizable appearance, thus causing prejudice and other evils. “This negative opinion is also due to their lack of knowledge of this very broad sector, which includes both metallurgy and the chemical industries. The fact that young people have trouble picturing it blurs the image they may have of it”, explains Tardit, in charge of monitoring at the CIDJ (20Minutes, 2014).

As for observing the profession in Africa, young people certainly have an idea of the profession, but this idea is embryonic. The trade of welder is identified by workers in

the trade who, for the most part are inexperienced and unaware of the depths and aspects of this trade. Welding in Africa is generally cataloged as a job with little future, robust, dangerous and dirty. As can be seen in the image below. In the detail of a Harris Interactive poll for Coca Cola Enterprise on Industry Week, reveals 59% of those under 35 believe that industry jobs "don't know how to sell" and 48% that they are not attractive to young people (Lévy, Lancrey-Javal, & Prunier, 2021). To sum up, the industrial sector and in particular welding suffers from a lack of communication.

3.1.2.1.4 Welding is an old profession and only employs less qualified profiles

Another a priori: 34% of those under 35 think that these jobs are the prerogative of people with little or no qualifications and 38% that they do not offer any development (according to the Harris Interactive Survey) (url-3).

In West Africa, for example, trades such as welding are deemed suitable for people of a certain social rank, people who have no prospects for the future. Most people working in this profession are poorly educated or not at all. The job is considered a second-class job, where we go when we have no other choice or the family has little financial means. The learners are often kids whose age range varies between 10 and 16 years (20Minutes, 2014). They learn on the job without a pedagogical approach as in European countries or the United States. “However, the industry has been offering fewer and fewer unskilled positions for several years due to the increasingly sophisticated techniques it uses,” says Tardit State Councilor. Chief of Staff to Méline, Minister of Agriculture (1885-1886). - Grand Officer of the Legion of Honor. “Many young people see the employee solely as a worker (20Minutes, 2014). They are unaware of the existence of experts, jobs related to quality, or research and development,” adds Vassout (20Minutes, 2014).

However, there are technical training institutions in Africa, but they also suffer from promotion and visibility. In addition, although the industry version of Chaplin's Modern Times is well and truly buried, many of them still have an outdated image of the sector: 33% of those under 35 believe that jobs in industry are disconnected from the digital revolution and 35% that older employees mainly occupy them. “However, technologies have evolved a lot with the robotization of many tasks,” explains

Michel Tardit. Especially since manufacturers must constantly innovate to stand out from the competition.

3.1.2.1.5 The welding sector does not employ or offers very few job opportunities

During our investigations, we noticed that many young people were unaware of or had little information about the welding sector (20Minutes, 2014). Due to its unattractive nature, the welding profession is showing a lack of interest in the face of this young generation Z. Indeed, generation Z focused on technological innovations and office or administrative style professions are profoundly unaware of the opportunities that the welding sector can offer. It is therefore important to note this important detail because the sector knows a lot and is very innovative. In the rest of our work, we will highlight these innovations and emphasize the importance of welding in the industrial sector (France3, 2020).

3.1.2.2 The other reality of the sector apart from prejudices

3.1.2.2.1 The lack of candidates in front of the welding stations

As far as the welding sector is concerned, there are more than 4,000 vacancies for welders in France (France2, 2019). The industry sector is struggling to recruit. A shortage that is not recent, not only due to the aging of the profession.

The welding profession has suffered for many years from a bad image and is not particularly successful with the younger generation (Kemppi, 2019). This lack of attraction for this profession comes mainly from the clichés conveyed about it. Being a welder is often associated with poor working conditions, hardship and repetitive actions. However, nowadays, welding no longer fits into these cliches that stick to its skin. We also often think that a welder's salary is low, but it is of the best-paid jobs in the industry (20Minutes, 2014).

Welding also suffers from a great lack of notoriety and visibility. Like boiler making or milling, this profession is rarely mentioned in colleges and high schools. Young people and parents also sometimes find it difficult to get out of the traditional school career and do not always have access to information on other courses.

The image of jobs in industry is not sympathetic and everything remains to be done to change mentalities. The consequences are very real. The industry is struggling to recruit in certain professions in its sector (20Minutes, 2014). This is the case for the welding profession.

It is also with a view to remedying a problem that Randstad and the Welding Institute (WI) organize the French Welding Championship each year. Intended to promote a manual trade at the heart of industrial production. The championship takes place in 23 cities. It is aimed at welding professionals working or looking for a job-as well as apprentice welders. In 2012, nearly 450 people-candidates and companies-took part in the fifth edition of the welding championship (Cazier, 2022).

3.1.2.2.2 The impact of Covid-19 on the sector

No one can ignore the impact of the COVID-19 health crisis on life, and mainly in the workplace (Corporation, 2021). This pandemic, which appeared in 2020, has considerably upset the daily habits of people and businesses. It has created resignation, dismissal, and personal loss and has contributed to accentuating the disinterest of young people in several sectors of activity. Obviously, the welding sector has not escaped; it has recorded a huge loss in terms of labor and personnel. Already suffering from the aging of its personnel, the welding industry has been forced to lay them off. She also suffered in the face of the mistrust, discouragement and disinterest of youth through confinement (Corporation, 2021).

Unfortunately, one of the main issues related to this pandemic is the massive closure of client companies and construction sites globally. According to Griskavich, Badger Welding Supplies Inc.'s carbon dioxide sales to bars and restaurants "have all but evaporated" due to the non-essential status of these customers. Strict limits on non-essential travel have hampered staff at Ed Abbott, general organizer of apprenticeship and training at the International Union of Ironworkers. Abbott says the pandemic has further hampered the International Union of Ironworkers by shutting down construction sites across the United States (Corporation, 2021).

3.1.2.2.3 Lack of weld formations

In 1988, the French National Education asked for the closure of the welder Professional Aptitude Certificate (PAC), since then training in the welding

profession has become rare (Agenceactive, 2022). Young people wishing to go there must now turn to specialized federations as the Union of Metallurgy Industries and Trades (UIMM). Beyond the difficulty in finding training, places are expensive: on average 11 places for 300 candidates (url-4).

In Canada, the welding industry has seen relative and sustained growth in several its aspects. The expected number of positions to be filled between 2019 and 2028 for welders and welding machine operators, due to demand caused by expansion and replacement is 23,200 in total. It is expected that 25,100 new job seekers will apply, a number that includes new graduates as well as the immigration and mobility workforce, will be available to fill these positions. Through the nuclear industry, the shipbuilding industry and new energies (wind power), all industrial sectors looking for welders (CWB, 2022).

At the origin of the shortage is a contrasting image, which does not correspond to the reality of the profession and, as a result, diverts young people. Result, faults of candidates, the formations are made rare.

However, despite everything, another problem arises at the level of welder training, it is obtaining an internship. Although vocational training is professionalizing, students sometimes have difficulty finding internships. Several factors put businesses off: the activities accessible to young people, their support, security conditions, the internship period, etc… (Chantrel, 2013).

This is due to the importance of the work and the need for professionals in the sector. Companies need already qualified personnel because the projects are more and more numerous, technical and require expertise. Therefore, there is not enough time to dedicate an to intern (Chantrel, 2013).

Finally, the lack of training efforts in skilled trades in secondary and post-secondary institutions is also a reason for young people's lack of interest in this trade.

3.1.2.3 Recognized profession vs an unattractive image

Another paradox about this profession. Although recognized by professionals as essential and important in the industrial sector, its image remains unattractive.

3.1.2.3.1 An important recognized profession

All professionals in the industrial sector agree that welding is a profession of the future and, which occupies a prominent place in the evolution of the world (Kemppi, 2019). Professionalism, integrity, independence, skills, brotherhood, respect are all obligations that attest to the quality of the welder's service. Welding is an essential part of the process in many construction projects, especially commercial construction projects or large civil engineering projects such as the construction of bridges, dams or power plants (Kemppi, 2019).

Welding work plays an ever-increasing role in industry; the fields of application of welding are multiple and the techniques, methods and materials vary significantly depending on the work to be done.

It is one of the most common trades. Indeed, among the skilled trades and all industries combined, it ranks third in terms of workforce, behind the trades of auto mechanic and carpenter-joiner (seventh in total, if we take into account the semi- and unskilled trades). In the manufacturing sector, it is the first skilled trade in importance (fourth in total) (Bethe, 2016).

This profession depends on several others such as aeronautics, shipbuilding, nuclear industry..., which is why it’s working environment, is very variable. The welder must have a good level of qualification and dexterity to manufacture everyday objects or industrial equipment (Bethe, 2016).

These brands, pledges of competence, ethics and trust, aim to embody the values of the profession. How do recognized professions, comparable to brands, manage not to seduce students looking for their professional path?

3.1.2.3.2 An unattractive profession

To the question, would you be interested in this job? Typical responses are often observed. They are indeed negative, justified by lack of patience or disgust with physical effort and security risks etc. According to our research, the welding trade would be exercised by a “dirty, robust professional repeating the same movement all day long and exposed to the danger of fire” and who does not give a “sexy” image (Boutry, 2021). The explanation for this image is often due to the professional who

practiced under precarious conditions. “It may have been true 50 years ago, but that image has long since gone out of fashion” (France3, 2020).

As a reminder, Generation Z focuses a lot on the image. It is therefore necessary for this profession to restore its image so that the sector does not remain in a situation of talent shortage.

3.1.2.4 A diversity of welder roles vs a shortage of talent

3.1.2.4.1 Career, passion and diversity

“Demanding, technical but also rewarding. The profession of welder has all the characteristics of a noble profession,” declares Laurent Duverger (Chantrel, 2013). The welding profession is a permanent innovation profession (Kemppi, 2019), which makes these professionals in these profession workers versatile and sought after. As stated above, the welder of today has the choice of multiple orientation in the sector: works of art, agri-food, building, industry, factory, chemical and petrochemical, automotive, rail transport, naval transport, aeronautics, and energy (url-5).

The insertion of novice welders is relatively easy on the job market. Faced with the multiplicity of existing welding techniques, the welder who specializes will have a better chance of seeing his career evolve within a company. Indeed, automation has had the effect of considerably reducing the job offer to a low-skilled workforce. Today, sectors such as nuclear, aeronautics and oil exploration are looking for highly specialized welders (Lambert, 2021).

There are indeed several types of specialization in this welding sector:

- Torch welding or flame welding: is one of the best known and most widely used welding techniques.
- TIG Tungsten Inert Gas welding (Tungsten Inert Gas): is a welding technique using an electric arc, a tungsten electrode and an inert (or neutral) gas.
- MMA welding: is an electric arc welding technique. The aim is to create a short-circuit which causes an electric arc and a very high release of heat (4000 or even 4500°C).
- MIG-MAG welding: is a welding technique that creates an electric arc and mixes two processes

- Plasma welding: is a technique using an electric arc and which uses the processes of TIG welding and MIG welding.

3.1.2.4.2 Talent shortage profession

Despite all these diversities and opportunities, the welding industry is facing a shortage of professionals (Chantrel, 2013). France alone must train around 3,000 welders a year to meet its shortage (Colin, et al., 2015). If this shortage is not addressed quickly, the industry will inevitably experience a crisis that will compromise its ability to remain globally competitive (url-6). The challenge today is very clear, it is a question of understanding the feelings of the students. The latter are attracted to useful and recognized professions guaranteeing them an outlet and a high salary.

3.1.2.4.3 The comfort of employability

The shortage of talent provides job security in the sector. Recent workforce surveys point to strong growth in the welding and joining industry in the next 10 years and beyond. Shipbuilding, oil and gas, manufacturing and many other sectors are facing recruitment challenges-skills gaps and a shortage of skilled workers – and the need to replace the 20-30% of their workforce who will be retiring within the next 10 years (CWB, 2022).

While other sectors are almost saturated with talent or applications, the welding sector is in search. In addition to job guarantees, the sector offers a very satisfactory salary range. The average salary of a beginner welder is 1600 euros/month in France in Canada is $41 297/year. It varies according to the number of years of experience and according to the companies and $58 163 in the United States (url-7).
We can therefore reassure job security in this profession in view of these figures.

3.2 The Technological Evolution of the Sector

3.2.1 The acceleration of the digitalization phenomenon

The term digital should not be confused with the notion of digital. Indeed, digital is used to represent portable computer technologies with programs, data and media. In addition, digital “extends and accentuates the importance of the notion of digital through the centrality of data management” (Metais-Wiersch & Autissier, 2016).

Digital changes the way people behave. While the consumer has become digital by buying online, the company is adopting digital as a "differentiating strategy" (Metais-Wiersch & Autissier, 2016). Digital is everywhere. It is present in your home, on the street, but also in the workplace and on vacation.

Digital has changed and continues to radically change:

- Our relationship to the other, to others. Exchanges take place through new means that modify the very nature of the social bond,
- Our relationship to time, with an acceleration of time and sometimes a dictatorship of instantaneity. You have to go fast all the time,
- Our relationship to consumption, with a change in our expectations, supply, what we buy and how we buy it,
- Our relationship to work, to the vision we have of it. This transformed view of work is the foundation on which the younger generations will build their future. Digital is shaking up the way we collaborate and, more broadly, the way we experience the company,
- Our relationship to space and particularly in the professional field where work environments are becoming multiple, distanced, and agile" (Jérémy, Olivier, Boris, Michel et al., 2017).

These arguments fit the aspirations of Generation Z: innovative, instantaneous, collaborative, international. The rise of digital tends to promote change in companies and the welding sector.

3.2.2 The technological progress of the sector

How can these developments improve the performance and attractiveness of companies? Has it become easier to solder today? So many questions that arise in the sector.

Well yes, in a world as competitive as it is now, with digitalization and now artificial intelligence (AI) and virtual reality (VR), it is very important to keep pace with innovations. Cutting-edge technology is one of the attractions of young Generation Z.

A workshop without a welding machine is almost impossible to find. It is the basic tool and investment par excellence. In MIG/MAG, TIG or coated electrodes, this

equipment is an integral part of the trade. However, over the past decades, equipment has made considerable progress with digitalization: in terms of displays, energy consumption, on-board programs and even on the connectivity of workstations and welding robots with their robotic arms. The settings are potentially defined by the machine according to the nature of the metal and, according to its thickness. These robots are capable of doing the toughest, most strenuous or tedious tasks a reduction in welding time and an increase in production capacity", explains Joe Barroso (McMillan, 2018). Moreover, our witness company GEDIK Holding is one of the references in this field in Turkey and in the world.

The welding industry has undergone many technological developments over time. Here are some of the most important advances (Belcadhi, 2015):

1) Automated and robotic welding: Welding robots are increasingly being used to perform repetitive and precise welding tasks. These robots are programmed to perform complex welds with high precision, improving production quality and efficiency (url-8).
2) Electron Beam and Laser Welding: Electron beam and laser welding uses concentrated energy sources to achieve precise, high-quality welds. These techniques allow materials that are difficult to join by other methods to be welded and offer advantages such as low deformation, small heat-affected area and large depth of penetration (DeLalio, 2016).
3) Friction stir welding: This technique involves rubbing two pieces of metal together to generate heat and join them together without complete melting. Friction stir welding is used to join lightweight materials and has become a popular method in the aerospace and automotive industry (Hosfeld, 2021).
4) Ultrasonic welding: Ultrasonic welding uses ultrasonic vibrations to join plastic parts. This technique is fast, clean and does not require the use of filler materials (Zhang et al., 2019).
5) Advanced Control and Monitoring: Advances in control and monitoring systems make it possible to track and analyze welding parameters such as temperature, speed, pressure, etc. in real time. This improves weld quality, detects defects and reduces scrap (Zhang et al., 2019).
6) Augmented reality (soldamatic): Augmented reality is used to train welders by providing visual instructions and real-time guidance during welding

operations. This facilitates the learning and precise execution of welds (url-9).

These technological advances in the welding industry have improved the quality, efficiency and safety of welding operations. They have also opened up new possibilities in terms of assembled materials, product design and manufacturing processes.

4. THE ROLES OF HUMAN RESOURCES MANAGEMENT

The prosperity and survival of every organization strongly depend on the quality of the human capital employed by the company. This is the reason why organizations should focus on attracting highly qualified and competitive candidates, which can be ensured through an effective recruitment process (Muscalu, 2015). This chapter aims to present a review of the literature addressing the main concepts of our study. We will begin by defining a few concepts and presenting the evolution of HRM as well as strategic human resource management (HSRM). The focus will be on managing the attraction and retention of the younger generation as a lever in the face of the labor shortage.

4.1 Human Resources Management

It is important for the organization to understand that employees are intangible assets, as their knowledge, skills and behavior can play a vital role. The main objective of recruitment can be defined as attracting enough candidates who meet particular job requirements, so that the employer can choose and recruit the best person to fill the vacancy (Muscalu, 2015). This research will obviously be determined according to the values and human needs specific to each structure. "The recruitment of an individual must be considered as an organ transplant; consequently, all causes of the release must be monitored and eliminated" (Paul, 2014). In addition to operations, marketing, finance and accounting, human resource management is one of the four fundamental business functions (Rock, Cournoyer and Lavoie, 2006). This part of the literature review consists in presenting the evolution of this function and pays particular attention to its strategic aspect as well as to the theory of contingency.

4.1.1 Human resource management practices

Since current research is based on principles involving elements of human resource management (HRM), it behooves us to clarify what constitutes 'HRM practices'.

This concept has several definitions, one of which is: “Human resource management is the set of activities that allow an organization to have human resources corresponding to its needs in quantity and quality.”

(Roussel & Igalens, 1998) gives the following definition:
“The HRM is the set of activities that aim to develop the collective efficiency of the people who work for the company. Effectiveness being the extent to which objectives are achieved; HRM will be responsible for leading the development of HR in order to achieve the company's objectives. The HRM defines the HR strategies and resources, the organizational operating methods and the support logistics in order to develop the skills necessary to achieve the company's objectives.”

According to Garand (2004), the latter are subdivided into three distinct classes:
1) Human resource attraction, which includes staffing, planning, direct compensation, job analysis,

2) Mobilization of human resources, which concerns: reception and integration, employment equity, organization and communication, direct compensation and social benefits, occupational health and safety,

3) Retention of human resources, related to training and development, staff evaluation, indirect compensation and career management.

According to Shipton et al. (2005) human resource practices are a set of practices used by the organization for human resource management or enabling progressive capabilities such as creating multifaceted public relations, improving skills to maintain competitive advantage. Thus, HR practices differ according to the strategy adopted by the company (Le Flanchec et al., 2017). Through these practices, a continuous and regular effort of the actors of the organization helps in the development of the business and creates a better environment for the good functioning of the activities.

Thus, given that there are classic HR practices such as recruitment, training, performance evaluation, compensation, career management, etc. (Peretti, 2016). Several writings have spoken of a Universalist conception of HRM, (Pichault and Nizet, 2013) give different positions on the Universalist temptation. By considering neutralizing universalism, which is based on the belief that it is obvious to practice

HRM in a given way, regardless of its context of application (Pichault and Nizet, 2013).

In a crisis situation, it is clear that there are consequences for the management of organizations, and this will have impacts on the various human resources practices (Scouarnec, 2020). Nutsubidzel and Schmidt (2021) argue that another role that HRM must play during a crisis situation is to ensure employee engagement, focus, and instill camaraderie. They also add that adopting transparent communication with its employees, being empathetic, supportive and providing the necessary training are other important recommendations to take into account in present and future crisis situations.

However, a resilient organization needs a resilient workforce (Wilson, 2016), as argued by Mallak (1998: as cited in Wilson, 2016) who views organizational resilience as strengthening based on the resilience of employees of an organization. These authors therefore argue that the use of HR practices is essential for the resilience of the organization, but it is important to take into account the role of managers and employees, who are the main actors who can facilitate this resilience. Now let's talk about strategic human resource management (HSRM).

4.1.1.1 Strategic human resource management

Several authors have previously cited human resources (HR) as being a constituent element guaranteeing organizational success by the scarcity of the resource, its preciousness, it’s hard to copy state and in no way substitutable by another production element (Dyer and Shafer, 1999; McMahan, Virick and Wright, 1999; Lawler, 1995; Gibson, 1997; as cited in Arcand, 2006; Schuler, MacMillan, 1984).

Indeed, this contributes to the clearly strategic function of a company through financial, political, economic and social objectives (Baron and Kreps, 1999; Dyer and Shafer, 1999; Lawler, 1995; Guérin and Wills, 1992).

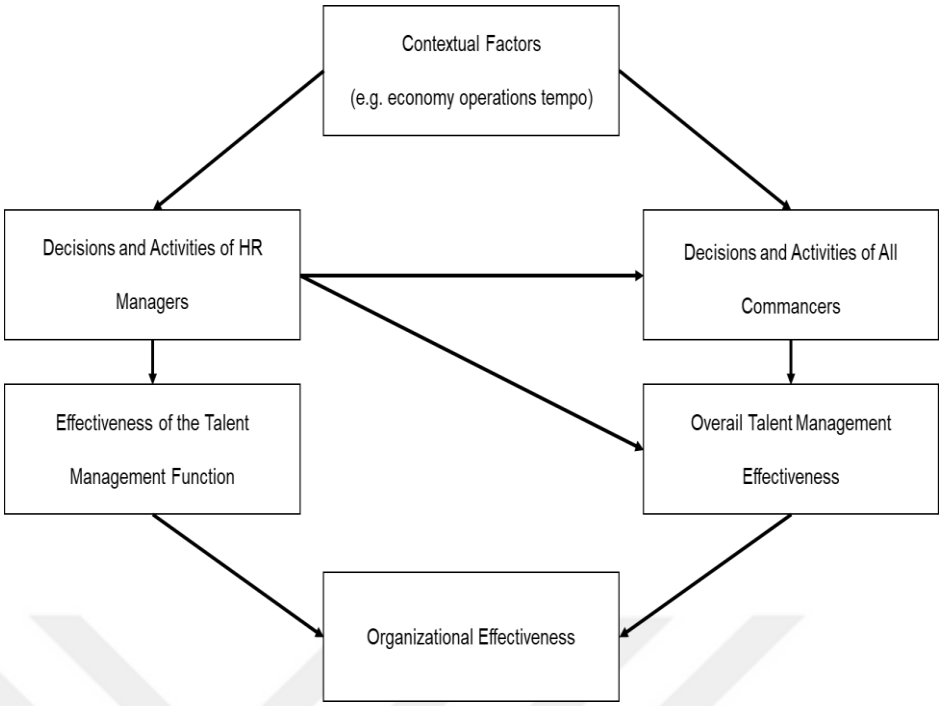

Figure 4.1: Model Representing HRM and Organizational Effectiveness

Source: Tsui and Gomez-Mejia (1988).

By taking a closer look at the various theories related to human resources, we can highlight certain precepts that distinguish the different schools of thought. Indeed, Mayo (1945), Likert (1961) and, Hertzberg (1966) considered the importance of the link between the behavior of the workforce and its performance at work. With regard to the Sociotechnical School, the latter underlined the essential nature of the integration of the social system into the technical system. For its part, the contingency school of Lawrence and Lorsch (1967) emphasized the importance of an organization showing flexibility in dealing with unstable environments.

It is immediately apparent to what extent the definitions linked to the concept vary according to the work consulted. In order to illustrate these remarks, here are some definitions taken from Arcand (2006), among the multitudes of works addressing the subject:

- Guest (1987) considers 4 main elements concerning the strategic management of human resources (HSRM):
  - A flexible organizational structure,
  - The integration of HR activities into organizational strategies,
  - A marked involvement on the part of the employees, thus supporting the objectives and activities of the organization,

- Internal practices as well as quality personnel in order to create high quality products.

- Walker (1992):

HSRM relates to the means of adjustment of HRM regarding the content of the strategies of the organization.

- Wright and McMahan (1992):

HSRM is a set of activities and planned deployment of HR so that the organization can achieve its objectives.

- Miller (1989):

HRSM encompasses all decisions and actions related to the management of employees, at all levels of the organization, and directed towards the creation of a continuous competitive advantage.

When we examine the different perspectives of strategic human resource management, it is possible to identify some relatively significant differences. As for the universalist perspective, it is based on the theories of strategic resources (Barney, 1991 as cited in Arcand, 2006) as well as the theory of human capital (Becker, 1976; Schultz, 1961, as cited in Arcand, 2006). This approach states that HRM practices, regardless of the business context, would contribute to increasing the level of performance of the company. The most common and significant practices would be incentive compensation, worker participation, workforce development, selection, training, job security (Arcand, 2006).

Indeed, considering this theory, our current environment is dominated by the new technologies used by this generation Z. It is therefore necessary to adapt approaches and theories to this change.

There has been a significant change in the concept of management. Human resources management is defined today as a set of practices related to the operation and maintenance of an organization. The HR manager places each employee within the organization where the company is most likely to achieve its strategic objectives (Amayah and Gedro, 2014). HR now knows that for long-term success, companies must be able to recruit people who are flexible and motivated enough to meet the challenges of the future. These recruits will need to have the potential to create a

competitive advantage through their ability to adapt to changing markets. They must be able to learn from customers, suppliers and colleagues, and be able to influence through sustainable and effective partnerships (Pierce and Madden, 2005). HR or their departments are now involved in setting organizational objectives, identifying the company's core values, researching the company's management style. They must also be able to lead community outreach, be responsible for talent management (compensation, development and identification) and develop workplace culture. HR is responsible for recruiting, advertising and maintaining the company's social media (SHRM, 2008).

4.1.1.2 Contingency theory

The contingency approach represents a research area in human resource management. The central idea is that the context in which the organization finds itself generates requirements to which it has to adjust to ensure its performance (Guérin and Wils, 1991). There is therefore no prescribed model, but rather a set of choices and decisions corresponding to the unique aspects of each organization (St-Onge et al., 2009). As a result, there is no ideal practice over another, but some are effective in certain contexts and others are not. Among the most recurrent determinants in the literature, let us cite the external environment (e.g. political, technological, economic and social dimensions), the organizational environment (e.g. development strategy, management philosophy, structure and technology) as well as the internal HR environment (e.g. age, gender, education, values, attitudes and degree of unionization) (Guérin and Wils, 1991). However, this approach generates uncertainty for the practitioner whose strategic context varies since each situation is different.

The concept of organizational citizenship identifies five dimensions of organizational citizenship behaviors:

- Altruism: putting oneself at the service of other employees,
- Conscientiousness: affection, respect by obeying the rules of the organization;
- Fair play: avoid making small complaints,
- Courtesy: respectfully approach work partners about actions that may affect their work,

- Civic virtue behavior: getting involved in the political life of the company by participating in meetings (Organ, 1988).

All of these behaviors express the employee's involvement with a company, because it shows their willingness to go beyond what is expected of them (Amayah and Gedro, 2014). The workplace now has employees looking at their organizations and measuring their level of citizenship, their values and their level of appreciation of their employees. Younger generations ask many questions before accepting a job offer. Employees want to be proud of where they work. They want to work under the direction of a competent, honest and visionary leader. They expect a work environment that provides them with the technology, resources and training to maximize their skills and perform at their best. Employees expect to work in an inclusive environment where all members of the work environment are valued, respected and treated fairly. They want their opinions to matter, their voices to be heard, and their contributions to be rewarded and recognized. Employees want to enjoy their workplace. They want to aspire to join the ranks of their peers and accomplish something meaningful every day (Pfau, 2016).

4.1.2 Recruitment and attraction of Generation Z

Today, the next generation “Gen Z” is entering the workplace. During their teenage years, Generation Z individuals had experiences that shaped their values and influenced their workplace attractors. Therefore, this cohort again has different characteristics, values and motivations than older generations (Kirchmayer and Fratričová, 2018; Pichler et al., 2021). Therefore, companies must take these differences into account to attract Generation Z appropriately. Growing up with a constant connection to the Internet, social recruitment is the ideal way to interest potential candidates from this group (Bagheri Rad et al., 2020; Carpentier et al., 2019; Kashi et al., 2016).

4.1.2.1 The different recruitment channels

According to Decenzo and Robins (2014) and Shamis (2015) the following methods are generally used in the case of external recruitment in an organization:

- Advertising via the media (Internet, newspapers, radio and television),
- Employment agencies,

- Recruiters which are usually used in colleges and technical schools;
- Special events by which the company uses its employees to attract a large number of people or candidates for interviews,
- Internship programs placing a student in a seasonal or temporary position for later employment,
- Business executive search services (headhunting),
- Employee Referral (where existing employees are offered to recommend names of individuals they believe would be the right fit for a vacant position, usually in return for a financial reward for such a referral),
- Unsolicited walk-in candidates (candidates may be attracted to organizations with perfect reputations without any recruitment method being used).

Whatever methods the company chooses, it must approach potential recruits by the most effective method taking into account the needs and values of future employees. In order to successfully attract a large pool of candidates, organizations need to understand their potential candidates by considering factors such as the candidate's values, motivation, and attitude. Mason (2014) points out that it is crucial to understand the motivation of potential candidates as this will help in choosing the sourcing strategy and communication style. Outside of the workplace, candidates tend to value family life, communities, cultural activities, professional and social networks.

Also in recent years, companies have mainly used the Internet to find and attract candidates. They are by posting their job vacancies on their homepage, career platforms or social networking sites. However, social networks are not only used to publish a job offer but also to find and attract new candidates. The use of social networking sites for the recruitment process has several advantages over methods, but also some negative ones (Carpentier et al., 2019; Kashi et al., 2016).

4.1.2.1.1 Pull factor

In order to clarify what is referred to when the terms "attraction" and "loyalty" (some authors will also say "retention") of the labor force are used, it is important to specify their meaning. According to Arthur (2001 as cited in Vallée, 2007), these refer, globally, to the ability of a company to reach, select and keep the HR necessary in the organization, in order to meet the organizational goals. Several authors (Barber,

1998; Hiltrop, 1999; Arthur, 2001; Richer, 2004) have taken an interest in the processes, practices and strategies of attraction. However, attraction will be considered to be: The ability to attract candidates corresponding to the profile of the organization, in sufficient numbers to achieve the various strategic objectives.

According to Chand (2015), informing and making candidates aware of job vacancies in the organization is an integral part of the recruitment and hiring process and can leverage internal and external resources. Tangible and intangible factors can attract candidates and motivate them to work, stay or leave in a particular organization (Regovich, 2014). The most common factors affecting employee attraction and retention identified by Crossley and Jamieson (1997) and Regovich (2014) are as follows:

- Remuneration and bonuses,
- The work itself (when the employee is satisfied with the work),
- Creative perks and rewards,
- The fun, safe and cooperative work environment,
- Cooperative and helpful colleagues,
- The brilliant reputation and success of the company, and understanding managers.

Companies that offer benefits to employees, this has a strong impact on employee satisfaction. Modern employers offer a variety of benefits ranging from free snacks and drinks to a pension plan (Horton, 2014). Dishman (2016) highlighted the top benefits valued by employees: health insurance (e.g. medical, dental) 40%, paid vacation/holiday 37%, performance bonus 35%, paid sick leave 32%, and retirement plan and/or pension. 31%. However, it is not just about attracting them, it is about keeping them.

There are also the functional benefits which are objective and concrete elements. For example, for this generation safety and security matter a lot, companies that signal that they offer secure employment are more attractive to them. Moreover, confidence is also important for individuals of this generation. They value the opportunity for growth and learning as well as opportunities for internal growth (see table 1). As a result, companies that signal that they can offer training and do not hinder employees who wish to develop their skills, are more attractive. Therefore, companies that can

provide their employees with an opportunity for growth can expect Generation Z to retain loyalty and stay with their company longer. A generous salary and flexible working hours are the most appreciated signals by Generation Z. Indeed, a good work-life balance is a very important thing for Generation Z but also for Generation Y. To achieve this, the remote working and virtual communication tools are ideal for companies to offer flexible working time to individuals (Pichler et al., 2021; Rzemieniak and Wawer, 2021; Schroth, 2019).

4.1.2.1.2 Motivational factors

According to the Larousse dictionary, motivation is the set of "reasons, interests and elements that push someone to act. These are also the factors that determine the behavior of an economic agent". This definition is similar to that of Porter and Lawler, which, although old, is more or less globalizing. "Motivation is what drives human behavior: it is the energetic forces in individuals that drive them to behave in certain ways, and the environmental forces that often trigger those behaviors."

"Motivation is the process by which an individual devotes intensity, direction, and persistence to a task in order to achieve a goal. It is also the set of energies that underlie this process" (Robbins and Judge, 2006).

Mitchell (1982; as cited in Hellriegel et al., 1977; Lawler, 1973), writes that "motivation is the set of psychological processes which cause the awakening, direction, persistence of goal-directed voluntary actions".

The common point between these definitions is that the individual is motivated by the achievement of an objective (or goal) for which he devotes the necessary effort and energy. This should obviously last over time (it is a process) and is impacted by the environment in which the person begins his actions.

For decades, researchers have been interested in the question of what motivates employees. As we pointed out above, motivation has been the subject of a large number of theories, so much so that in 1976, Toulouse and Poupart spoke of "the jungle of motivation theories". Far from drawing up an exhaustive list, we will present some of these most widespread theories in the literature, grouping them into two categories:

- Classical School by Taylor (1911)

According to the theory of Taylor (1911) cited in Rivaleau (2003), the only motivation for an employee is salary. By concluding that pecuniary gain represents the main source of motivation for this 'human material', he presents man as being a one-dimensional element.

- Mayo's Theory (1940)

With regard to the school of human relations, more specifically to the theory of Mayo (1940), the latter stipulated that the environmental physical conditions (lighting, noise, heat, etc.) influenced the motivational degree of the worker. In addition, the worker would be motivated through the dynamics of the work group. Within a team enjoying good cohesion, individual motivation would be supported and increased tenfold by a shared spirit aiming for an attractive goal. This theory is however to be considered with a certain caveat since it does not consider in any way the data related to the organization

- Hierarchy of needs by Maslow (1954)

Regarding the famous needs theory of Maslow (1954), it presents a systemic conception of human needs:

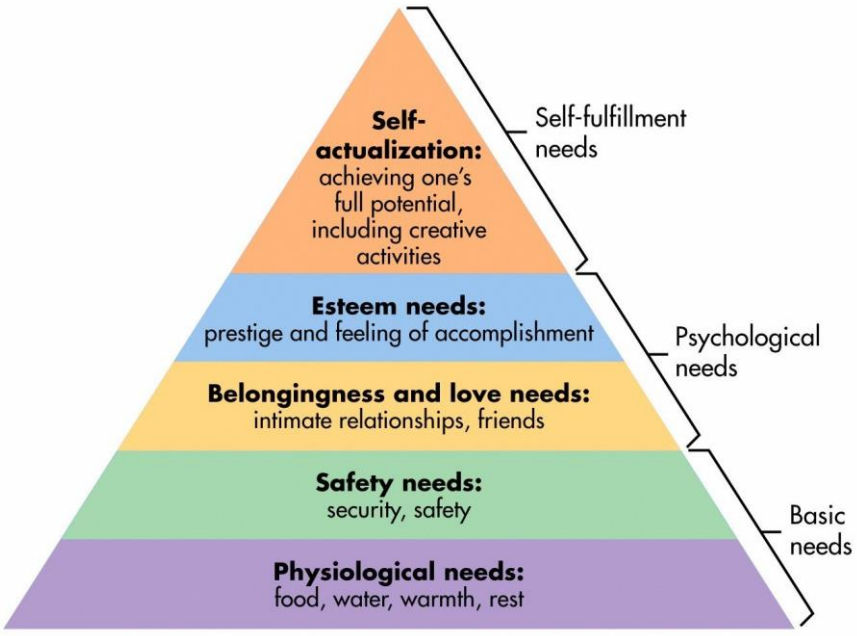

Figure 4.2: Pyramid of Maslow

Source: Maslow (1954).

According to this author, a satisfied need allows access to the next level of the pyramid, thus allowing a certain evolution for man. This need, like many others, does not take into account the environment in which a worker operates, in addition to only emphasizing the fulfillment of a single need, thus reducing the degree of importance of the others. The fact remains that some authors refute this theory following their studies. For example, Mercier (2002) mentions that some explorers neglect their basic needs in order to meet higher needs. For their part, the followers of Maslow tend to retort that the basic needs remain to be satisfied, but more weakly than usual. It remains that this theory concerns more the basic needs of a behavior rather than the reasons guiding an individual towards a specific behavior (Rivaleau, 2003).

- Theory X and Y of Mac Gregor (1960)

With regard to theory X, Mac Gregor proposes a hypothesis according to which the employee does not like his job, that he works only for the salary, and that the latter avoids his responsibilities and change as much as possible. (Mercier, 2002; Rival Water, 2003). For its part, theory Y joins contemporary concepts of motivation (Regnault, 1993). In fact, the intellectual and physical effort required for work comes naturally from the worker, since the latter is capable of initiative, creativity and personal involvement.

- V Room Concept (1964)

According to this theory, workers are motivated to improve their performance when they feel that their efforts have an impact on it, that there is a link between performance and rewards, and that the rewards acquired hold meaning for them (St-Onge et al., 2004). More specifically, this theory uses three distinct notions: expectation, instrumentality and valence.

Expectation refers to 'what can I expect, what level will I reach, what can I achieve'. For its part, instrumentality relates to the question: 'what will I achieve by my performance?' Valence refers to 'what value is given to the advantages obtained?'

These subjective notions vary according to the individual, but the fact remains that they are essential for the employee to feel motivated.

- Work Enrichment Characteristics by Herzberg (1971)

The theory of this author is somewhat mirrored by the already known one of Maslow. However, Herzberg distinguishes the needs into two categories: those

affecting all living beings and those specific to man. He also takes into account motivating and demotivating factors when developing his theory, also called a bi-factorial model; the non-satisfaction of a need would compose the origin of the motivation (Rivaleau, 2003). Mercier (2002) and Gupta-SundeIji (2004) present Herzberg's theory very briefly. Indeed, the motivating factors constitute achievement, consideration, responsibility, growth and advancement. These are also called intrinsic motivational factors. With regard to the demotivating factors, they represent: the policies as well as the administration of the company, the control, the hierarchy, the salary as well as the working conditions, the safety, commonly called the factors of extrinsic motivations. Herzberg discovered that satisfaction and dissatisfaction do not represent antagonistic elements since the opposite of job satisfaction is not dissatisfaction, but rather the non-existence of satisfaction.

At the same time, the opposite of dissatisfaction does not represent satisfaction, but the absence of dissatisfaction. In short, when an employee leaves the company, it is the combination of the presence of demotivating factors (dissatisfaction) and, the absence of motivating factors (absence of satisfaction) that, encourages the employee to leave the organization.

Moreover, the need to fulfill oneself would be the only source of motivation; man would be willing to invest a lot of energy in order to achieve a goal, but also to go beyond it. When motivation leads to job satisfaction, it stems from both a sense of accomplishment and recognition of accomplishment. As for the first two demotivating factors generating job dissatisfaction, these are established policies and a bureaucratic and unfair administration, crowned with questionable management (Chaminade, 2003). By the simplicity of his model and his originality, the conclusions that this author brings appear credible and logical. In the 1980s, his theory was shunned, but the fact remains that his schema remains the basis of many theories affecting motivation.

Table 4.1: Motivational Factors and Hygiene Factors According to Herzberg

Hygiene factors	**Motivating factors**
Organizational policies	Fulfillment
Supervision	Recognition
Working conditions	The work itself
Salary	Responsibilities
Relations with colleagues	Opportunities for advancement
The relationship with subordinates	Professional development
Professional statuts	
Job Security	

Source: Herzberg (1971)

- Theory of Internal and External Motivation (1974)

This theory is actually based on the 'locus of control'. If an individual takes direct responsibility for a situation, this is internal attribution. On the other hand, we speak of external attribution when the individual dissociates himself from his responsibilities and attributes the events to external causes beyond his control.

- McClelland's Theory (1984)

According to this American author, the worker is motivated by three main needs: the need for accomplishment, the need for affiliation, and the need for power. The need for achievement includes:

- The will to transcend
- The determination to achieve in relation to a multitude of standards
- The energy to strive for success

For its part, the need for affiliation refers to the need to maintain friendly relations or more or less intimate interpersonal relations.

As for the need for power, this refers to the need to direct the behavior of others towards a goal that they would not have reached otherwise.

The theories previously exposed undoubtedly reflect the consideration of the employee linked to a specific era. Indeed, the various lines of thought exposed by the various authors undoubtedly correspond to the contribution of the employee and to the perception of the workforce that the employer possessed at that time. Thus, the current writings denote the reality of employees and in addition to translate the nature of the collective consideration of young people in the face of work. The theories previously highlighted each present a grain of truth without however being able to exhaustively expose what constitutes the current motivational source of the

employee. It is therefore essential to take advantage of the different theories currently considered in order to translate what motivation represents for a worker of our era. To do this, we retain the theory of Pinder (1998, as cited in Johns et al, 2005). According to this author, work-related motivation represents all of the existing energy forces going beyond simple individuality, in order to initiate a behavior associated with work in addition to thus determining its form, i.e. direction, intensity and duration.

- First, the direction relates to the choice of activity requiring a certain investment of effort on the part of the individual. At first glance, this means working conscientiously on certain tasks rather than others.
- Secondly, intensity refers to the potential expended in different degrees of effort, depending on the level required.
- As for the third concept, the duration of the effort, this refers to the persistence of the motivation spread over an indeterminate period, as opposed to a single choice between two currents of action (direction) or a high level of effort directed towards one and the same task (intensity).

Therefore, motivation translates through the three dimensions mentioned above. Each dimension has an associated problem as well as some concerns. In an employability context, each dimension is highly relevant to both the individual and the organization itself. Companies want employees who will be able to manage their work-related responsibilities on their own, and many employees want work that inspires motivation and commitment on their part. Intensity refers to the amount of motivation that builds as you pursue an activity. Organizations covet workers who demonstrate a high level of energy, more specifically those who have “contagious” energy towards other employees and who do not automatically require organizational incentives in order to be largely invested in the work. With regard to the dimension of duration, researchers feel the need to increase their knowledge on this subject, which is currently generating new theories. Companies want to have in their service workers who persevere in good times as well as bad. For their part, employees want jobs that will satisfy their expectations and interests over a long period of time. The three dimensions mentioned above have direct implications for both individuals and organizations (Muchinsky, 2003; as cited in Johns, 2005).

Katzell and Thompson (1990) analyzed a multitude of research and motivational theories and thus listed seven practices that can increase the level of motivation:

- Clearly define goals, challenges and make them attractive and achievable;
- Ensure that the motivations as well as the values of the workers correspond to the job they perform;
- Create a supportive social environment;
- Highlight staff performance;
- Provide workers with the resources to enable them to be more efficient;
- Adapt the job to match their values and their motivations;
- Harmonize all these elements within a solid socio-technical system.

For his part, Mercier (2002) proposes 10 motivational factors most frequently encountered:

- The dream,
- Self-confidence,
- Responsibility (be yourself responsible for being able to motivate yourself),
- Positive perception and opportunity,
- The role of success (later leads to surpassing oneself),
- Perseverance,
- The body (when it is rested and ready to face situations),
- The action (acting out concretizes the thought),
- Will and courage,
- The positive use of failure.

There is also the concept of organizational citizenship, which identifies five dimensions of organizational citizenship behaviors:

- Altruism: put oneself at the service of other employees,
- Conscientiousness: devotion, respect by obeying the rules of the organization,
- Sportsmanship: avoid making small complaints,
- Courtesy: respectfully approach work partners on actions likely to affect their work,
- Behaviors of civic virtue: getting involved in the political life of the company by participating in meetings (Organ, 1988).

All of these behaviors express the employee's involvement with a company, because it shows their willingness to go beyond what is expected of them (Amayah and Gedro, 2014). The workplace now has employees looking at their organizations and measuring their level of citizenship, their values and their level of appreciation of their employees. Younger generations ask a lot of questions before accepting a job offer. Employees want to be proud of where they work. They want to work under the direction of a competent, honest and visionary leader. They expect a work environment that provides them with the technology, resources and training to maximize their skills and perform at their best. Employees want to work in an inclusive environment where all work stakeholders are valued, respected and treated fairly. They want their opinions to matter, their voices to be heard, and their contributions to be rewarded and recognized. Employees want to benefit from their working environment. They want to aspire to join the ranks of their peers and accomplish something meaningful every day (Pfau, 2016).

4.1.2.1.3 Retention factor

As mentioned above, attraction alone is not enough to meet the needs of this generation. You also have to be able to hold it. There are certain elements of indirect remuneration contributing to the maintenance of the worker in his position. Indeed, opportunities for advancement as well as the quality of relationships with co-workers, for example, will become more important than salary and benefits in terms of an employee's degree of commitment to the organization, thus affecting the retention aspect of the workers.

For some authors, retention and loyalty are two equivalent concepts in every way. For them, retention/loyalty consists of the ability to transmit to staff the desire to remain voluntarily within the company through the development of convincing practices in order to satisfy strategic objectives (Lee, Mitchell et al., 1996; as cited in Vallée, 2007). By 'voluntarily', in they always refer to the movement of staff; it includes resignation, change of assignment, transfer, retirement.

Nevertheless, some other authors (Chaminade, 2003) consider the words “loyalty” and “retention” to be two concepts totally dissociated from each other. Indeed, loyalty would be linked to the notion of emotional attachment, and this, through the interpersonal relationships maintained at work, the employee's level of pride in

supporting the mission of the organization, the products and values of the company, etc.

Retention embraces practices to attract and retain the workforce through compelling incentives for the employee to stay with the organization (Chaminade, 2003). Moreover, rewards alone act as retention incentives, but they are far from being able to retain workers.

It should be added that staff turnover represents the antithesis of retention and loyalty, in the sense that the company experiences some difficulties, such as significant costs related to staffing, an undeniable loss of expertise, etc… (Chaminade, 2003). Looking at the reasons that can cause employees to leave, we have:

- ✓ High level of stress,
- ✓ Imbalance between personal life/career,
- ✓ Low possibility of promotion,
- ✓ Confidence in management in general,
- ✓ Unsatisfactory salary.

Young people have specific expectations regarding their first job. Their priority remains above all the interest of the work, insofar as the position occupied proves to be motivating and monotonous tasks are almost non-existent. Morin (2007) adds that performing a job involving several professional challenges would have a positive impact on employee motivation. In addition, they must have a certain latitude both in terms of autonomy and the initiative they can demonstrate. Second, working conditions represent an important argument in terms of attracting and retaining young workers. Working conditions encompass the atmosphere, the working hours, the environment as well as the type of management.

4.2 Company Image

As we keep mentioning, young people of the new generation are looking a lot in the picture. Whether this image is personal or on another aspect in our case, it is the image of the company, the job or the position to be filled.

4.2.1 Brand image

A trademark is a name, symbol, design, or combination that distinguishes the goods or services of a seller or group of sellers from those of competitors. Professionals such as consultants, lawyers, and doctors may identify their companies by their personal names, making their names their brands. According to Kapferer (1997), a company wants to transmit its values throughout its brand name. Other organizations use their company name as their trademark. Every employee is a representative of their company and is associated with the company's reputation, both good and bad. "Brand" is a shorthand way of referring to the goods and services provided by a company, such as Apple, Google, Coca Cola, Samsung, CNN, and Sony.

For Décaudin (1996), brand image is the set of affective and rational representations linked to the brand. The consumer then has a set of beliefs about a brand. Similarly, Aaker (1994) defines it as a set of associations (generally organized significantly into coherent subsets), which can be affective and cognitive, and which an individual will associate with a brand. A brand image will then be built through the consumer's experience of this brand and/or through repeated exposure to the brand's communication (Aaker, 1997).

Indeed, the brand image helps consumers process information by synthesizing a set of characteristics, making it easier for companies to communicate and for consumers to remember certain points when making purchasing decisions (Benjamin, 2009). A differentiating image feature can provide a competitive advantage, especially for unbranded products with similar objective characteristics. The image often refers to product attributes that give consumers reasons to buy and use the brand (Aaker, 1994). The use of characters and symbols in brand communication can develop positive feelings that nourish the brand image while reducing the impact of negative criticism. Finally, the image is the basis of brand extensions, as image features can be extended to new products while maintaining consistency between the brand and the new product (Aaker, 1997).

Organizations are increasingly using branding as a strategic tool in today's business environment, although brands and branding are not new ideas. Companies are applying them to more diverse contexts where the role of branding is becoming increasingly important (Wentz and Suchard, 1993). The approach and rationale for

building a strong employer brand have changed over the years, leading to the term "employer brand," which was first introduced in the 1990s.

4.2.2 The employer brand

Ambler and Barrow (1996) describes the employer brand as "the set of functional, economic, and psychological advantages provided by employment and identified with the employing company." The employer brand creates the face of a company in terms of values, systems, policies, and behaviors (Dell and Ainspan, 2001). An organization's employer brand can communicate to targeted future employees that a particular company is "a great place to work" (Ewing et al., 2002). Branding is a strategic tool used by organizations to present their unique job offers or value propositions to potential and existing employees (Sengupta et al., 2015). Furthermore, a trademark is a symbol of the quality and distinctiveness of those goods and services.

It describes an organization's reputation as an employer, as opposed to its more general, external reputation as a corporate brand. Creating a strong employer brand first became a major business objective between 2004 and 2008, when in response to growing competition for talent, companies such as Unilever, P&G and Shell began applying the same focus and same consistency to their employer brand image to their corporate and consumer brand image (Mosley, 2015). This led to the development of an employee value proposition, which defined the main benefits offered by the company as an employer, and the guidelines for the employer brand.

It has been hypothesized that the tendency of organizations to focus on employer branding is a reaction to declining trust in companies. As a result, organizations, especially human resource management, are under pressure to show that their company is a good place to work. Employer branding is used to build trust internally with existing employees as well as externally from the perspective of a potential candidate (Shrm, 2008).

Ruch (2002) in the United States, specifies that the employer brand (Employer branding) is the image of the company seen through the eyes of employees and potential candidates. He explains that this image is intimately linked to professional experience. It refers in particular to the elements that make you feel good in a

company, including tangible elements such as salary and intangible elements such as the culture and values of the company.

It was intended to bring consistency to the company's recruiting advertising efforts. Employer branding was primarily outward facing, targeted and driven by the HR department (Mosley, 2015).

For Philippe Liger (2004), it is a question, thanks in particular to social innovations and organizational innovations, of developing a lasting and increasingly individualized relationship with employees. It is also about making the company an attractive employer and its name a real brand, associated with real values.

For Minchington (2010), the employer brand (Employer branding) is the image of an organization where it is pleasant to work in the spirit employees and key external market participants (active and passive candidates, customers and other key stakeholders).

Other sources explain that the employer brand is the expression of the brand in the field of human capital, whether it is recruitment or human resources. The employer brand is all the more important for an organization in its process of evolution than positioning.

4.2.2.1 The role of the employer brand

When an employee is hired, they join an organization. When he withdraws from the latter, he leaves a boss (Vézina, 2008). The employer brand is the best way to make yourself known as a "benchmark employer" where it is good to work and thus fight against a talent shortage (Chaminade, 2008). Through it, companies will be able to communicate about their vision, their promise, their culture, and their values. Knowing your employer brand well means making it an element of differentiation (Liger, 2004).

The employer brand promotes all of the company's values. This requires an in-depth knowledge of the company, its history, its culture, the women and men who make it up... It's about identifying its strengths and weaknesses in order to then be able to put forward a strong and original identity, and not only promote obvious values common to all organizations such as respect for the environment or for people (Fougerat, 2010).

The employer brand allows you to:

- Reduce costs by focusing on internal talent and thus avoid recruitment,
- Increase employee loyalty and sense of belonging (Liger, 2004),
- Attract and improve the proportion of candidates with an adequate profile,
- Improve the reputation of the company as an “employer of choice” (Ashby & Pell, 2001),
- Help employees to integrate the values of the company,
- Understand and adhere to the mission of the company (Dell, 2001),
- Serving the business strategy (Chaminade, 2010).

Many organizations or companies use the employer brand in their management, communications and strategies. Here are some examples:

- When L'Oréal reached the 300,000 follower mark and realized that 70% of their followers were interested in job opportunities, they created the "Are You IN" campaign. This campaign became a long-term social media strategy focused on engaging their top followers and brand enthusiasts (Gioglio, 2019).
- Also In 2015, Netflix announced its parental leave policy of unlimited time off for the first year after the birth of a child, coupled with the company's focus on culture, which earned it a high rating on the social media employer review site Glassdoor (Kelly, 2015).
- Lithium used authentic, low-budget video production to deliver their branding to candidates who accurately provided insight into what it was like to work there.
- Samsung with a 24-minute video 11 years ago entitled “the Samsung Empire” where he brilliantly presents the technological and futuristic advances and the living environment of their employees (Molinier, 2012).
- Salesforce used Instagram and Snapchat using the hashtag #dreamjob, to allowed their existing employees to bring their employer brand to potential candidates. They combined true stories and high-quality photos on their Instagram page and recently won the Employees' Choice award for one of the best places to work for working parents (YOH, a Day and Zimmermann Company, 2017).

- Veterans United Home Loans is focused on values and culture and as a result, its employees have become the biggest employer brand advocates by regularly posting positive employment posts on Twitter.

We can note that the organizational reputation has a to with all the other elements of the model. This means that the candidate's perception of the company (i.e., its reputation) will influence him at all stages of the recruitment process.

This reputation must therefore become an asset for the employer since it will allow him to develop his attractiveness. Hence, the importance of taking care of your employer's brand.

As we have seen, one of the key roles of the "employer brand" is to improve the reputation and thus give an important power of attraction to the company. (Rynes & Barber, 1990) defines attraction as the power to attract applicant's potential and make them feel that the organization is a positive place to work (Schneider, 1987). Pointed out that people are different and are therefore attracted to different things. Moreover, some authors have shown that candidates are often attracted to companies that have values that are identical or close to theirs (Cable & Judge, 1994).

Morin's model (2006) shows four different factors that have an impact on the organizational attraction that the candidate will have. Organizational attraction is defined as an affective and positive general attitude or impression of an organization, to the point of initiating the start of a professional relationship.

The four main elements that affect organizational attraction are:

- The behavior of the interviewer,
- Organizational reputation,
- Organizational attributes (remuneration, working conditions, etc.),
- Compatibility (organization/candidate and candidate/work station).

When considering employer branding as a recruiting tool, organizations need to consider the company's vision, mission and culture; know how the company is perceived by its current employees; identify the desired attributes of their top talent; Understand where the business stands against the competition and define an employee value proposition aligned with their brand. It is also important that the brand be supported internally; and companies should track the success of brands

based on quality of hire, brand awareness, employee satisfaction, and employee referrals (Shrm, 2008).

The recruitment strategy of the organizations should be focused on the determined target base. Attention should be paid to the career page of the company's website, other recruitment sites, as well as social media sites. The employee value proposition should also be regularly communicated to existing employees to encourage retention and engagement. The organization should encourage a holistic approach with all departments and functions aligned with the employer brand message. Finally, an organization should develop ways to evaluate the success of its implemented employer brand. They can do this by evaluating the quality of new hires, employee satisfaction surveys and retention rates (SHRM, 2014).

Creating a sincere employer brand can be particularly important since sincerity is strongly associated with brand affect and trust (Ewing, al., 2002). The sincerity of the employer brand can be initially established by communications from existing employees. These communications may contain testimonials of fulfillment of promises or expectations since the beginning of their career. The sincerity and accuracy of the representation of the employer brand is essential to its relevance. This emphasis on accuracy highlights the importance of consistency between the employer brand and the job experience, culture and values of the company (Moroko and Uncles, 2008).

4.2.3 Social media

4.2.3.1 The e-reputation in an organization

One of the main objectives of a company or an organization or a trade is to orient its strategy around the generation of its time (in our case Generation Z) and the next generation that will arrive on the market. Insofar as they will carry the image of their company and who ultimately will have to enhance the employer brand. As a result, the issue of reputation becomes essential because it will have repercussions in recruitment. According to a study on the job search of digital natives, social networks are used primarily to make contact with people already working in companies but can also be used to find information on the recruiter, on the company, on managers, or to respond to job offers (Benraïss-Noailles and Viot, 2012).

Companies in the all-digital era are very sensitive to what the internet sphere conveys. Indeed, vigilance is required insofar as a candidate, even before applying, will seek sources of information relating to the company to which he aspires. Among the most used sources of information, there is the Internet, where the potential candidate will "google" the company in question, but also and above all on social networks, where employees, current or former, share their experience by giving their opinion on the working atmosphere, working conditions, corporate culture, management style, etc.

The e-reputation thus refers to the reputation that is made of the company on the Internet sphere. Although it is an essential intangible asset of the company (Dowling, 2002), the definition of this notion is not unanimous among researchers (Walker, 2010; Boistel, 2014). Cigref (2012) defines reputation in a transversal approach because it has repercussions on the internal structures of the company, but also in an environmental dimension because it also integrates external factors.

A company's reputation generates perceptions among all stakeholders about what it does, what it says, and what it stands for (Cailleba, 2009). To this extent, Fombrun (1996) considers reputation as the global sum of all the images of stakeholders against the company. In addition, reputation is a collective representation of the actions of a company that describes its ability to offer valued results to its various stakeholders (Fombrun and Rindova, 1996).

Boistel (2014) has tried to propose a definition based on an inventory of the different definitions of reputation in all fields, whether in management, economics or even social science. He thus designates reputation as “the good or bad opinion that the various publics of the company form based on the result of all their experiences, beliefs, feelings, knowledge and impressions which then constitute a perceived whole, constructed from “a set of items conveyed by the company giving a strong reputation if they are perceived in the same way by the different audiences of the company and if they are accepted by the employees”. According to him, this conception, richer than usual perceptions, considers corporate reputation as:

- ✓ Never being a neutral signal. Corporate reputation always translates into taking a stand for or against the company,

- ✓ Result of experience: corporate reputation is a continuous phenomenon that is created over time,
- ✓ Exclusive insofar as it is unique. Indeed, a company can never have two reputations and it is also impossible for two different companies to have the same reputation,
- ✓ Strong if the items perceived by different audiences are the same and if employees recognize them as part of their company's reputation.

From now on, it is the current employees who make the reputation of their company via social networks, and this, in a continuous way by giving their opinion on the companies and there their in particular. This is all the more true with Generation Z because they are described as "mastering digital tools, as Internet and web enthusiasts and regulars on social networks" (Guillot-Soulez and Soulez, 2015). Reputation plays a major role in the attractiveness process (Duoni, 2011).

Indeed, one of the major roles of the employer brand is to build a reputation with a view to generating a significant power of attraction to the organization. In the model of Morin (2006) that we quoted above, the organizational reputation has a link with the various factors exposed, which claims that the perception that the candidate will have of the reputation of the company will have an impact in all stages of the recruitment process. Finally, with the talent war looming, the most qualified candidates will be all the more attentive and sensitive to the reputation of the company. Indeed, according to Dutton et al. (1994), reputation has a power of attraction over them. In the end, the companies that will have a better reputation will be those that will attract more candidates and will have the luxury of selecting better quality candidates (Cable and Turban, 2003).

Today there are social media specially adapted to this new generation in the process of attraction. Due to this rise in personal life, but also in the business world, networking sites are used to find, attract, recruit and select potential candidates (Carpentier et al., 2019; Hosain et al., 2020; Kashi et al., 2016). Social networks are omnipresent in the habits of this generation, therefore a tool on which trades and companies must find a position. Among these media the most popular recruitment and selection platforms are LinkedIn and Facebook, but also Xing. Instagram is mainly used for employer branding (Carpentier et al., 2019). In addition, the Chinese network Tiktok.

4.2.3.2 The impact of social media

As mentioned above, social networks are an omnipresent tool for this youth. Nowadays, social media covers a wide range of platforms and services, such as blogs, message boards, chat rooms, forums, and consumer product or service review websites and, perhaps most particularly, social networking sites (Carpentier et al., 2019). Their increasing convenience and accessibility have made these social networks a popular channel for accessing information when looking for a job.

Job seekers look to sites like Facebook and LinkedIn as sources to find jobs. Because social media uses many forms of communication, including video, audio, images, and live chat, it is a good tool for communicating employer branding (Carpentier et al., 2019).

A strong employer brand allows the company to develop an image that provides a differential advantage over weaker brands with the same attributes, making it an attractive place to work. Since job selection involves a degree of risk and uncertainty, a strong positive employer brand can reduce this uncertainty and make the decision-making process more comfortable. When communicating via social media, contact with the target group is personal, realistic and interactive, as well as economical and far-reaching. It offers businesses the ability to easily and directly communicate what they stand for (Kissel and Buttgen, 2015).

The traditional system of matching job seekers with recruiters relied on job ads, referrals, networking, and cold calls (Petersen et al., 2000). Recruiters would cast a wide net to reach potential candidates, and job seekers would apply to multiple jobs, hoping to secure an interview. With the advent of online job boards and social media, the process has become more targeted and personalized. Recruiters can now use LinkedIn, Facebook, Twitter, and YouTube to gather information about potential candidates (Bohelay, 2013). Similarly, job seekers can use social media to research potential employers and get a firsthand look at the company culture.

Employers can use social media to showcase their values, community involvement, and environmentally friendly practices. Job seekers can read reviews, watch webinars, read blogs, or watch videos posted by organizations to get a better idea of the company culture. Social media is also used in employer branding efforts to attract top talent. As younger generations become more attached to technology, it is

important for companies to integrate social media into their human resource management program, especially with regard to recruitment, development, and employee retention.

5. METHODOLOGY

This chapter deals with the more technical aspects of the study. It should be noted that the data considered by the current research comes from a survey related to young people. In order to clearly distinguish the elements covered in the current chapter, the latter will be divided into 5 distinct sections. The first relates to ethical considerations, the second to the type of research and its scope, the third deals with the sample, the fourth relates to the collection of data, and the fifth relates to the type of analysis required concerning the present study.

5.1 Describing the Case Study

The questionnaire was presented to the respondents online with an explanatory header defining the purpose of the study so that they provided informed consent if they chose to participate in the study. Confidentiality was an aspect whose importance was not neglected. All questionnaires were coded to preserve the identity of respondents.

5.2 Type and scope of research

This research turns out to be hypothetico-deductive in nature (Pettersen, 2005). Therefore, the research question involves a link between at least two variables that can be measured, so that the relationship between them can be tested empirically. In addition, a hypothetico-deductive approach underlies the consideration of previous research and theories related to the research topic studied. In short, it makes it possible to verify the veracity of a model, and this, by deduction of specific affirmations (therefore, of hypotheses).

Beforehand, a review of the literature on the HRM practices mentioned in this project was carried out. This helped to highlight the important variables that were assessed and studied in young students. Regarding the scope of the research, since the purpose of the research was to determine the factors of attraction of the young

workforce in the welding sector, an electronic questionnaire was created and shared between January 2023 and April 2023, via various online platforms (Facebook, Whatsapp,…). This was intended to broaden the targets and facilitate data collection by reaching young people before they officially enter the labor market in order to obtain their opinion on the incentives that can attract them to an employer. The form was made in two copies: in French and English-Turkish in order to have a universal response.

5.3 Determining the Sample Size

Organizations today face the challenge of recruiting young talent and maintaining sustainability as the number of seniors retire (Twenge et al., 2010). Young people are above all looking for personal fulfillment at work. By comparing the traditional values of work with those of today, we find that:

- Job security is neglected in favor of employability,
- The hierarchical advancement against jobs involving challenges,
- Recognition in connection with sacrifice and recognition the significant contribution of recognitions,
- Decisions made by seniority versus those made by performance,
- Autocratic management versus participatory management, etc.

In short, values have changed considerably over the years.
Since the goal was to specify the factors motivating young workers to favor one job or employer over another, in addition to knowing their expectations of the workplace, we focused on students. The target sample represents young university students, mostly from different countries and with various backgrounds, whose age range varies from 15 to 26 and over. The survey analyses were carried out with data from 152 volunteer participants who filled out the questionnaire.

In the study, the sample was selected with appropriate sampling. It is a sampling of (voluntary) individuals who are easy to reach, available and willing to participate in the research (Christensen, Johnson and Turner, 2015; Yıldız, 2017). Researchers use whatever sample units are readily available. Thus, an academician can choose the students in his class, or a researcher can choose the first 200 people who accept the survey on the street. The researcher is unlikely to estimate the representativeness of

the sample. Thus, in proper sampling, the parameters of the universe cannot be predicted (Nachimas and Nachimas, 1996; Yıldız, 2017).

5.4 Limit of the Study

The first shortcoming of this research is the number of participants. It should be noted that 152 participants is a very negligible sample compared to existential studies on Generation Z. This forces us to note that certain elements of the conceptual framework could have overridden the data analysis of the present study, thus generating a relatively significant difference about the result.

Second, there may have been some sampling deficiencies. Indeed, the data was collected between January 2023 and April 2023 through an online platform conditioned by the opening of an account on said platform. Many of the people contacted did not manage to create an account, which naturally reduced the number of respondents. The other limit is the low participation of high school students who represent an important target and will have to choose their professional orientations very soon. The fact remains that many of them will undertake graduate studies, without however officially entering the job market, which would have contributed to enriching the current data analysis.

It should be added that the age group considered by the present study was determined according to studies previously carried out by other studies and which considered young people from 20 to 35 years old. As mentioned in this study, Generation Z includes young people from 1996 to 2012; individuals over the age of 31 should therefore be excluded from the sample. Indeed, the results could be biased by the simple fact that the latter generally have more elaborate work experience than the slightly younger cohort.

Finally, the simple fact of having to speculate from several schools of thought in connection with the various concepts of the conceptual framework too often relativizes the results. Indeed, when a concept happens to be denigrated by one author and not by another, it becomes much more laborious to carry out a fair and precise analysis using data reflecting certain phenomena that are sometimes impossible to defend.

5.5 Data collection

With regard to the questionnaire, the codification of the latter made it possible to preserve the identity of the respondent against any attempt at identification.
Some questions related to age, sex, school level, etc. in order to somewhat clarify the profile of the respondent. More open-ended questions about the various assumptions made in the research. The dependent variable constitutes the possibility of mobility, while the independent variable encompasses all the factors generating for an organization a certain attraction of young talent.

5.5.1 Type of analysis required

The questionnaire was created by Google software called Google Form. Analyzes were made with the SPSS 21.0 program and were studied at 95% confidence level. Frequency and percentage values of the categorical variables were given in the analyzes, and graphs were added for the percentage values. The relationship between university, gender and age, and categorical variables was analyzed with the Chi-square test.

In the study, "Personal Information Survey, Business Research Information Survey and Business Attraction Information Survey" questionnaires were used.

The questions are grouped according to work attraction items and mobility tendency items. With regard to pull clauses, they form the characteristics of the work that attract young people in an organization, more precisely, the reasons why an individual chooses to work there. Items related to the tendency to mobility are age, gender, employment status, etc. The effects determine whether one individual is more mobile than the other, which in turn affects whether the latter quit his job.

5.6 Survey Results

5.6.1 Demographic statistics

The results of the demographic statistics are shown in Table 5.1.

This table presents the descriptive statistics of demographic characteristics of university students. The data includes information about the distribution of students based on university, gender, age, and school level. The sample consists of a total of n=152 students. Gender distribution indicates that 38.2% of the students are female,

while 61.8% are male. In terms of age, the majority falls within the 21-25 age range (43.4%), followed by 26 years and above (40.1%), and 15-20 (16.4%). Regarding school level, the distribution shows that 49.3% of students are pursuing a Bachelor's degree, 38.2% are at the Master's level, and the remaining percentages are distributed across College, High School, and other categories.

Table 5.1: Demographic Variables

		n	%
University	Gedik	54	35,5
	Others	98	64,5
Gender	Woman	58	38,2
	Man	94	61,8
Age	15-20	25	16,4
	21-25	66	43,4
	26 years and plus	61	40,1
School level	College	3	2,0
	High Scool	6	3,9
	Bachelor	75	49,3
	Master	58	38,2
	Others	10	6,6

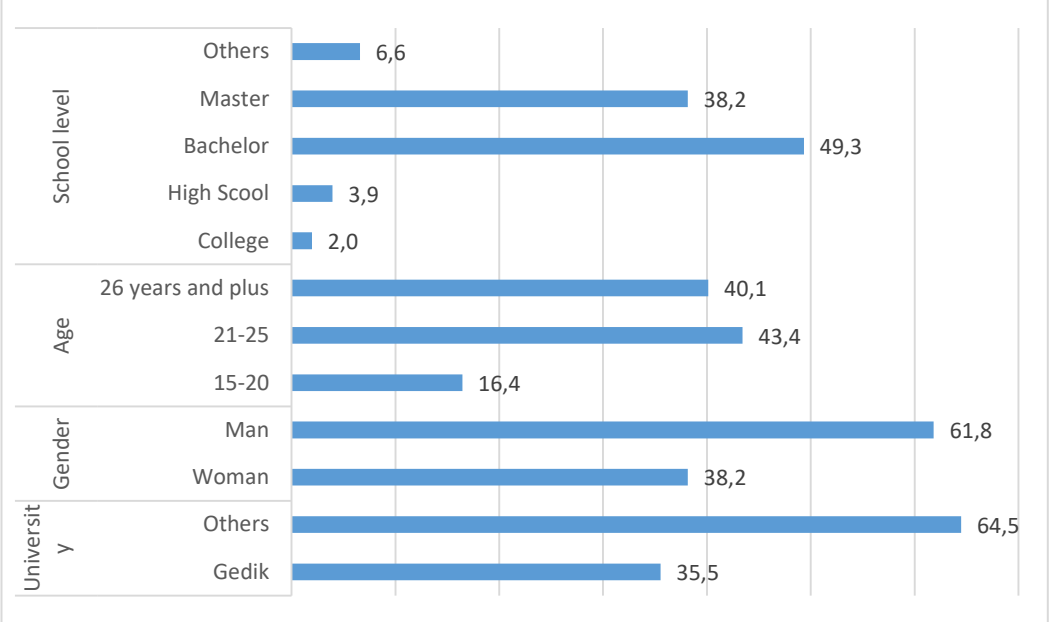

Figure 5.1: Distribution of Demographic Variables Graphic

5.6.2 Variables of school and work life

The results of the variables of school and work life are shown in Table 5.2.

Table 5.2: Variables of School and Work Life

		n	%
Have you ever done an internship or job search?	Yes	104	68,4
	No	48	31,6
How do you do your company research for a job or internship?	Internet (google, yahoo...)	68	44,7
	Social networks (LinkedIn, Facebook...)	66	43,4
	Advertisements (newspapers, TV, articles...)	9	5,9
	Others	9	5,9
If you are looking for a job or internship, what are your criteria for selecting a company before applying?	Company reputation	88	57,9
	Evolution prospects	50	32,9
	Salary	77	50,7
	Challenges	50	32,9
	The work environment (office, collaboration, atmosphere, ...)	86	56,6
	Others	2	1,3
Regarding your current training, why did you choose your current training and not another?	A passion	74	48,7
	The assurance of having a job	15	9,9
	Opportunities	41	27,0
	Salary	8	5,3
	Choice of parents, friends (external influence)	9	5,9
	Others	5	3,3
What is important to you at work or in a business?	Salary	33	21,7
	The work itself	73	48,0
	The work environment	19	12,5
	Challenges	26	17,1
	Others	1	,7
Are you interested in a2ther job?	Yes	110	72,4
	No	42	27,6
Do you know the trade of welders?	Yes	74	48,7
	No	78	51,3
Could you or would you accept to become a professional welder or welders?	Yes	75	49,3
	No	77	50,7
In your opinion, what information do you need before choosing to practice a trade?	The importance of the job	78	51,3
	Job guarantees (opportunities)	31	20,4
	Salary	24	15,8
	The work environment	14	9,2
	Others	5	3,3

Have you ever done an internship or job search?

68.4% of respondents have done an internship or job search, which is 104 individuals.

31.6% of respondents have not engaged in an internship or job search, which represents 48 individuals.

How do you do your company research for a job or internship?

44.7% of respondents use the internet (Google, Yahoo...) for company research, accounting for 68 individuals.

43.4% of respondents utilize social networks (LinkedIn, Facebook...) to conduct their research, totaling 66 individuals.

5.9% of respondents rely on advertisements (newspapers, TV, articles...) when researching, and this corresponds to 9 individuals.

The remaining 5.9% of respondents employ other methods for company research, which includes 9 individuals.

If you are looking for a job or internship, what are your criteria for selecting a company before applying?

For 57.9% of respondents, company reputation is a significant criterion in their selection process, with 88 individuals considering it.

Evolution prospects are important to 32.9% of respondents, comprising 50 individuals.

50.7% of respondents, or 77 individuals, emphasize salary as a crucial factor in their company selection.

32.9% of respondents, which translates to 50 individuals, value challenges when choosing a company.

The work environment, encompassing office setup, collaboration, and atmosphere, matters to 56.6% of respondents, involving 86 individuals.

1.3% of respondents mention other criteria beyond the given options, with 2 individuals falling into this category.

Regarding your current training, why did you choose your current training and not another?

48.7% of respondents, or 74 individuals, based their choice of current training on their passion.

9.9% of respondents, which amounts to 15 individuals, were influenced by the assurance of having a job.

Opportunities played a role in the decision for 27.0% of respondents, equaling 41 individuals.

5.3% of respondents, or 8 individuals, considered salary as a determining factor.

External influences, such as the choices of parents and friends, guided 5.9% of respondents (9 individuals).

Other factors, not covered by the provided options, affected 3.3% of respondents, encompassing 5 individuals.

What is important to you at work or in a business?

Salary is important to 21.7% of respondents, involving 33 individuals.

The work itself holds significance for 48.0% of respondents, which corresponds to 73 individuals.

The work environment is crucial for 12.5% of respondents, totaling 19 individuals.

Challenges matter to 17.1% of respondents, with 26 individuals valuing them.

A small percentage, 0.7%, find other aspects important beyond the listed options, represented by 1 individual.

Are you interested in another job?

72.4% of respondents, comprising 110 individuals, express interest in pursuing another job.

Conversely, 27.6% of respondents, accounting for 42 individuals, are not interested in another job.

Do you know the trade of welders?

48.7% of respondents, or 74 individuals, are familiar with the trade of welders.

51.3% of respondents, which corresponds to 78 individuals, are not familiar with this trade.

Could you or would you accept becoming a professional welder or welders?

49.3% of respondents, totaling 75 individuals, would accept becoming a professional welder or welders.

On the other hand, 50.7% of respondents, involving 77 individuals, would not accept this role.

In your opinion, what information do you need before choosing to practice a trade?

The importance of the job is a critical consideration for 51.3% of respondents, encompassing 78 individuals.

Job guarantees (opportunities) are important to 20.4% of respondents, involving 31 individuals.

15.8% of respondents, or 24 individuals, place significance on salary information.

The work environment matters to 9.2% of respondents, which corresponds to 14 individuals.

Other factors not covered by the given options impact 3.3% of respondents, totaling 5 individuals.

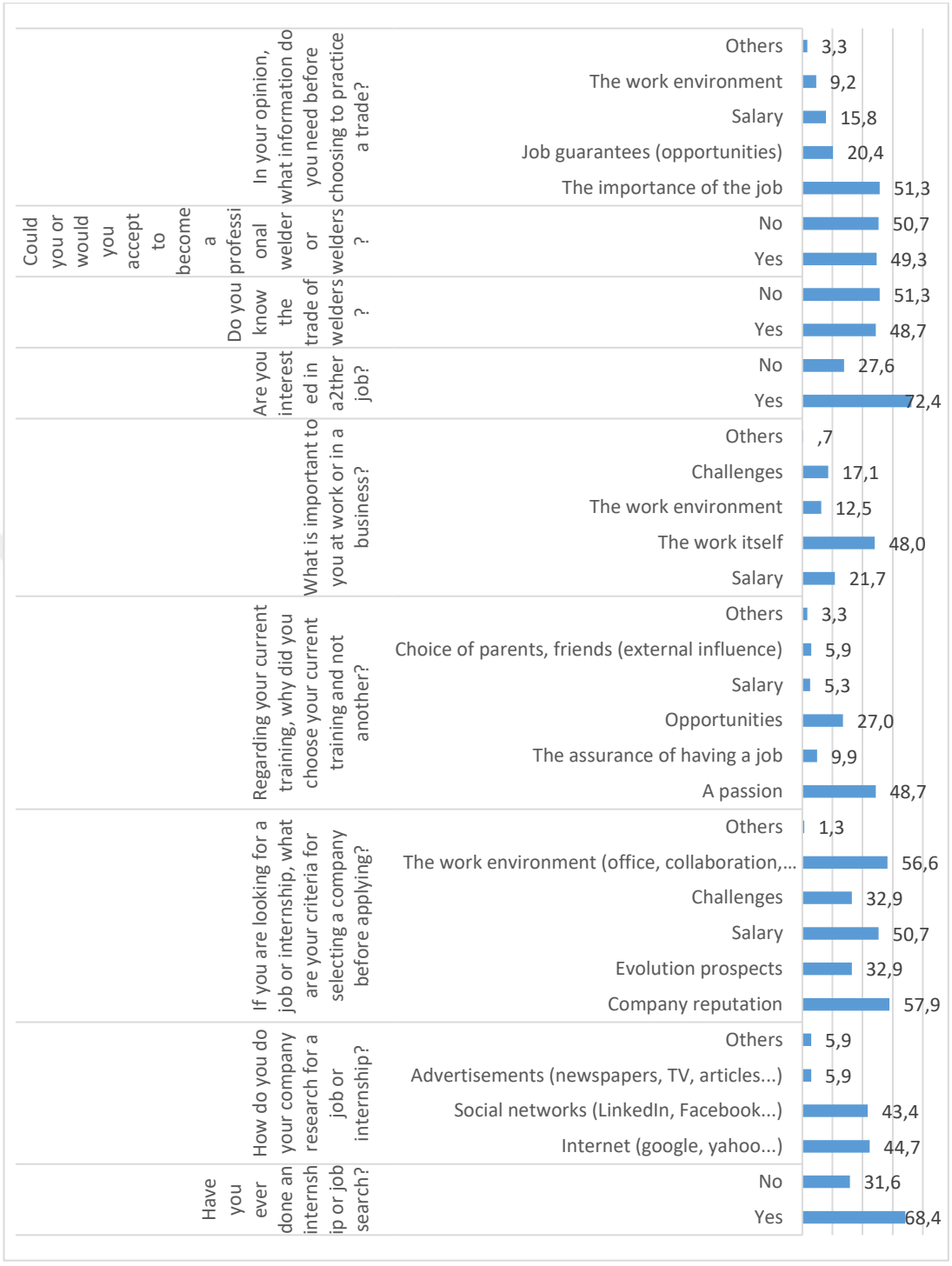

Figure 5.2: Distribution of Variables of School and Work Life Graph

5.6.3 Examining the relationship between the university and the variables

The results of the relationship between the university and the variables are shown in Table 5.3.

Table 5.3: Examining the Relationship between the University and the Variables

		University				Chi-square	p
		Gedik		Others			
		n	%	n	%		
Have you ever done an internship or job search?	Yes	37	68,5	67	68,4	0,000	1,000
	No	17	31,5	31	31,6		
How do you do your company research for a job or internship?	Internet (google, yahoo...)	25	46,3	43	43,9	4,947	,176
	Social networks (LinkedIn, Facebook...)	21	38,9	45	45,9		
	Advertisements (newspapers, TV,...)	2	3,7	7	7,1		
	Others	6	11,1	3	3,1		
If you are looking for a job or internship, what are your criteria for selecting a company before applying?	Company reputation	32	59,3	56	57,1	,007	,935
	Evolution prospects	6	11,1	44	44,9	16,507	,000*
	Salary	27	50,0	50	51,0	,015	,904
	Challenges	11	20,4	39	39,8	5,104	,024*
	The work environment (office, collaboration, ...)	29	53,7	57	58,2	,130	,719
	Others	1	1,9	1	1,0	,185	,667
Regarding your current training, why did you choose your current training and not another?	A passion	19	35,2	55	56,1	12,000	,035*
	The assurance of having a job	8	14,8	7	7,1		
	Opportunities	15	27,8	26	26,5		
	Salary	6	11,1	2	2,0		
	Choice of parents, friends (external influence)	3	5,6	6	6,1		
	Others	3	5,6	2	2,0		
What is important to you at work or in a business?	Salary	15	27,8	18	18,6	50,019	,000*
	The work itself	19	35,2	54	55,7		
	The work environment	19	35,2	0	0,0		
	Challenges	1	1,9	25	25,8		
Are you interested in a2ther job?	Yes	38	70,4	72	73,5	,048	,826
	No	16	29,6	26	26,5		
Do you know the trade of welders?	Yes	18	33,3	56	57,1	7,900	,005*
	No	36	66,7	42	42,9		
Could you or would you accept to become a professional welder or welders?	Yes	28	51,9	47	48,0	,211	,646
	No	26	48,1	51	52,0		
In your opinion, what information do you need before choosing to practice a trade?	The importance of the job	37	68,5	41	41,8	25,235	,000*
	Job guarantees	0	0,0	31	31,6		
	Salary	7	13,0	17	17,3		
	The work environment	8	14,8	6	6,1		
	Others	2	3,7	3	3,1		

*p<0,05; chi-square test

There is a significant relationship between paying attention to Evolution prospects criterion while selecting a company for a job or internship application and the university attended ($p < 0.05$). Among those from Gedik University, 11.1% pay attention to this criterion, whereas among those from another university, 44.9% consider it. The attention to Evolution prospects is higher among those from the other university.

There is a significant relationship between paying attention to Challenges criterion while selecting a company for a job or internship application and the university attended ($p < 0.05$). Among those from Gedik University, 20.4% pay attention to this criterion, whereas among those from another university, 39.8% consider it. The attention to Challenges is higher among those from the other university.

There is a significant relationship between the university attended and the choice of education field ($p < 0.05$). Among those from Gedik University, 35.2% have chosen their education field due to A passion, whereas among those from another university, 56.1% have chosen it for the same reason. It is also noteworthy that among those from Gedik University, there is a higher proportion of choices based on The assurance of having a job and Salary.

There is a significant relationship between the university attended and what is important in the workplace or a job ($p < 0.05$). Among those from Gedik University, 35.2% consider The work itself or The work environment to be important, whereas among those from another university, 55.7% consider The work itself to be important.

There is a significant relationship between thinking about the information needed before choosing to engage in trade and the university attended ($p < 0.05$). Among those from Gedik University, 68.5% and among those from another university, 41.8% have answered the importance of the job. None from Gedik University have answered Job guarantees (opportunities), while 31.6% from another university have provided this response.

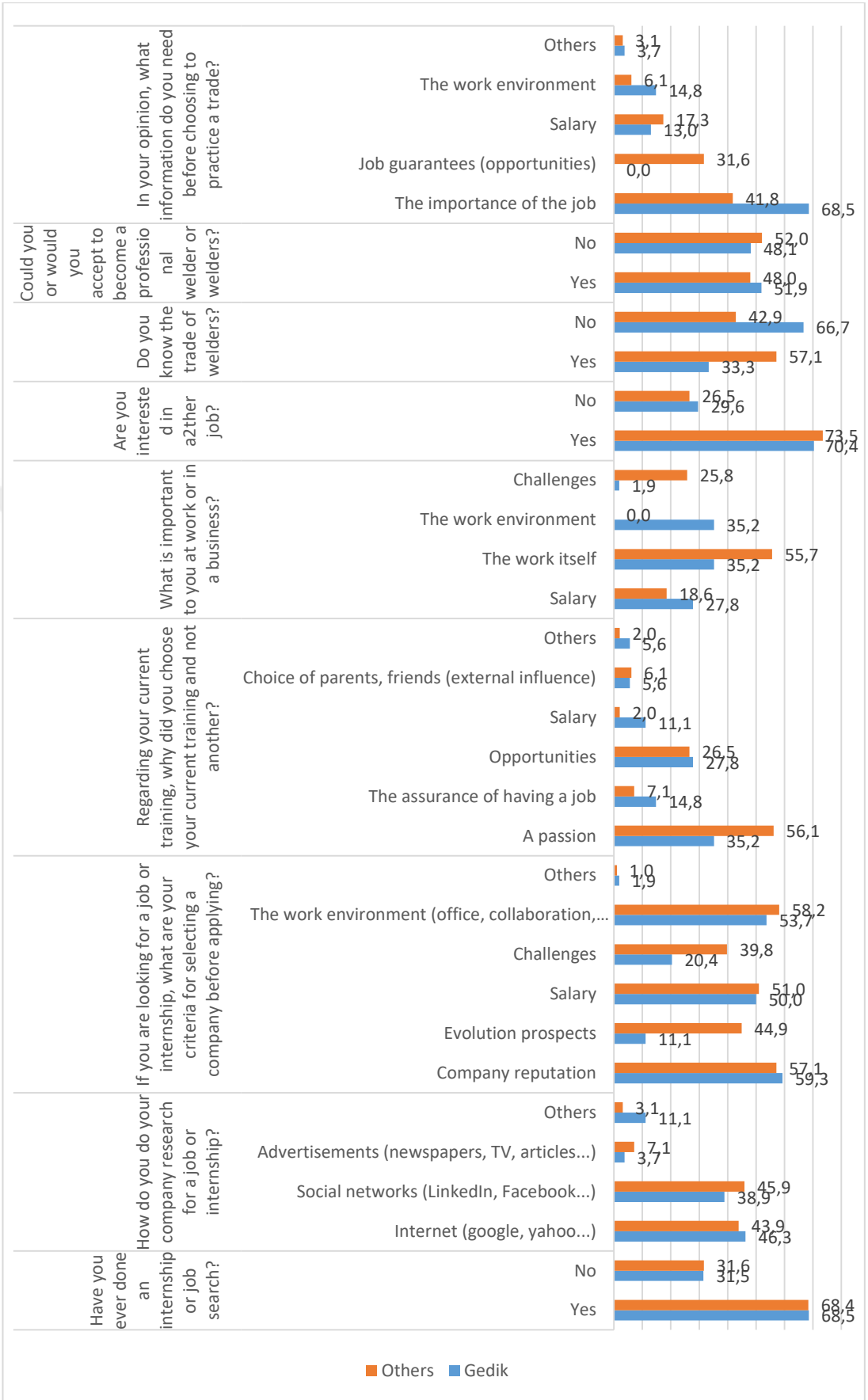

Figure 5.3: Examining the Relationship between the University and the Variables

5.6.4 Examining the relationship between the gender and the variables

The results between gender and variables are shown in Table 5.4.

Table 5.4: Examining the Relationship between the Gender and the Variables

		Gender				Chi-square	p
		Woman		Man			
		n	%	n	%		
Have you ever done an internship or job search?	Yes	42	72,4	62	66,0	,425	,514
	No	16	27,6	32	34,0		
How do you do your company research for a job or internship?	Internet (google, yahoo...)	23	39,7	45	47,9	3,088	,378
	Social networks (LinkedIn, Facebook...)	30	51,7	36	38,3		
	Advertisements (newspapers, TV, articles...)	2	3,4	7	7,4		
	Others	3	5,2	6	6,4		
If you are looking for a job or internship, what are your criteria for selecting a company before applying?	Company reputation	32	55,2	56	59,6	,133	,715
	Evolution prospects	16	27,6	34	36,2	,840	,359
	Salary	27	46,6	50	53,2	,633	,426
	Challenges	18	31,0	32	34,0	,042	,837
	The work environment (office, collaboration, atmosphere, ...)	37	63,8	49	52,1	1,987	,159
	Others	1	1,7	1	1,1	,120	,729
Regarding your current training, why did you choose your current training and not another?	A passion	21	36,2	53	56,4	10,432	,064
	The assurance of having a job	6	10,3	9	9,6		
	Opportunities	20	34,5	21	22,3		
	Salary	2	3,4	6	6,4		
	Choice of parents, friends (external influence)	5	8,6	4	4,3		
	Others	4	6,9	1	1,1		
What is important to you at work or in a business?	Salary	7	12,3	26	27,7	5,580	,134
	The work itself	33	57,9	40	42,6		
	The work environment	7	12,3	12	12,8		
	Challenges	10	17,5	16	17,0		
Are you interested in a2ther job?	Yes	41	70,7	69	73,4	,031	,860
	No	17	29,3	25	26,6		
Do you know the trade of welders?	Yes	27	46,6	47	50,0	,171	,679
	No	31	53,4	47	50,0		
Could you or would you accept to become a professional welder or welders?	Yes	27	46,6	48	51,1	,292	,589
	No	31	53,4	46	48,9		
In your opinion, what information do you need before choosing to practice a trade?	The importance of the job	29	50,0	49	52,1	1,502	,826
	Job guarantees (opportunities)	13	22,4	18	19,1		
	Salary	8	13,8	16	17,0		
	The work environment	5	8,6	9	9,6		
	Others	3	5,2	2	2,1		

*p<0,05; chi-square test

There is no significant relationship between gender and the variables ($p > 0.05$).

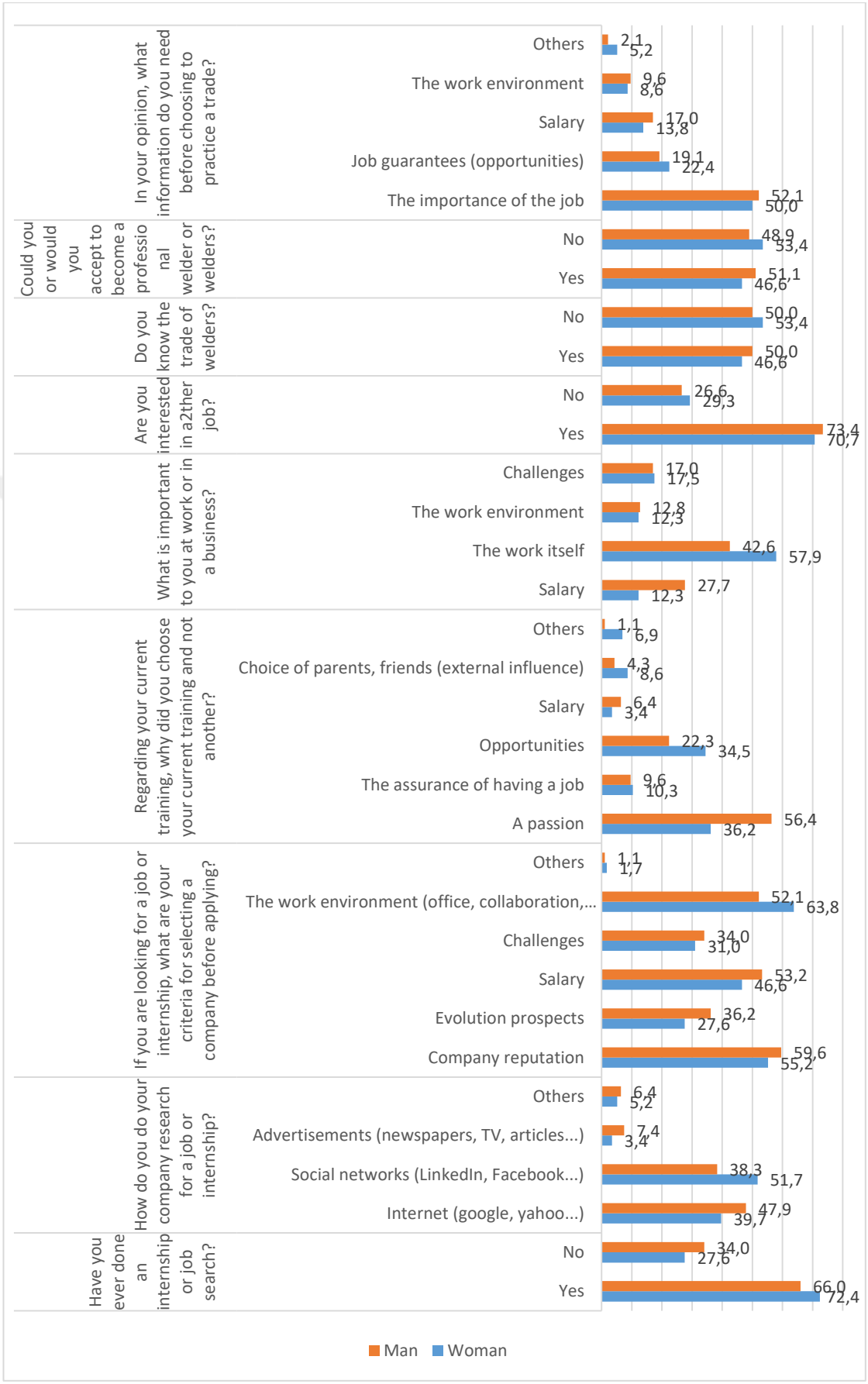

Figure 5.4: Examining the Relationship between the Gender and the Variables

5.6.5 Examining the relationship between the age and the variables

The results between age and variables are shown in Table 5.5.

Table 5.5: Examining the Relationship between the Age and the Variables

		Age						Chi-square	p
		15-20		21-25		26 years and plus			
		n	%	n	%	n	%		
Have you ever done an internship or job search?	Yes	6	24,0	46	69,7	52	85,2	30,873	,000*
	No	19	76,0	20	30,3	9	14,8		
How do you do your company research for a job or internship?	Internet (google, yahoo...)	10	40,0	29	43,9	29	47,5	7,098	,312
	Social networks (LinkedIn, Facebook...)	12	48,0	31	47,0	23	37,7		
	Advertisements (newspapers, TV, articles...)	3	12,0	1	1,5	5	8,2		
	Others	0	0,0	5	7,6	4	6,6		
If you are looking for a job or internship, what are your criteria for selecting a company before applying?	Company reputation	14	56,0	43	65,2	31	50,8	2,715	,257
	Evolution prospects	7	28,0	18	27,3	25	41,0	3,024	,220
	Salary	14	56,0	36	54,5	27	44,3	1,683	,431
	Challenges	10	40,0	20	30,3	20	32,8	,773	,679
	The work environment (office, collaboration, atmosphere, ...)	11	44,0	41	62,1	34	55,7	2,453	,293
	Others	0	0,0	1	1,5	1	1,6	,403	,818
Regarding your current training, why did you choose your current training and not another?	A passion	14	56,0	35	53,0	25	41,0	11,748	,302
	The assurance of having a job	3	12,0	3	4,5	9	14,8		
	Opportunities	5	20,0	21	31,8	15	24,6		
	Salary	1	4,0	1	1,5	6	9,8		
	Choice of parents, friends (external influence)	2	8,0	3	4,5	4	6,6		
	Others	0	0,0	3	4,5	2	3,3		
What is important to you at work or in a business?	Salary	9	36,0	9	13,8	15	24,6	9,761	,135
	The work itself	7	28,0	35	53,8	31	50,8		
	The work environment	3	12,0	11	16,9	5	8,2		
	Challenges	6	24,0	10	15,4	10	16,4		

Table 5.5: (Con.t) Examining the Relationship between the Age and the Variables

		Age						Chi-square	p
		15-20		21-25		26 years and plus			
		n	%	n	%	n	%		
Are you interested in a2ther job?	Yes	18	72,0	44	66,7	48	78,7	2,293	,318
	No	7	28,0	22	33,3	13	21,3		
Do you know the trade of welders?	Yes	9	36,0	28	42,4	37	60,7	6,145	,046*
	No	16	64,0	38	57,6	24	39,3		
Could you or would you accept to become a professional welder or welders?	Yes	17	68,0	33	50,0	25	41,0	5,198	,074
	No	8	32,0	33	50,0	36	59,0		
In your opinion, what information do you need before choosing to practice a trade?	The importance of the job	13	52,0	35	53,0	30	49,2	5,266	,729
	Job guarantees (opportunities)	7	28,0	12	18,2	12	19,7		
	Salary	2	8,0	9	13,6	13	21,3		
	The work environment	3	12,0	7	10,6	4	6,6		
	Others	0	0,0	3	4,5	2	3,3		

*p<0,05; chi-square test

There is a significant relationship between age and the status of searching for a job or internship ($p < 0.05$). Among those aged 15-20, 24.0% have searched, among those aged 21-25, 69.7% have searched, and among those aged 26 and above, 85.2% have searched for a job or internship. As age increases, the tendency to search for a job or internship also increases.

There is a significant relationship between age and the response to the question "Do you know the trade of welders?" ($p < 0.05$). Among those aged 15-20, 36.0% are knowledgeable, among those aged 21-25, 42.4% are knowledgeable, and among those aged 26 and above, 60.8% are knowledgeable about the trade. As age increases, the level of knowledge also increases.

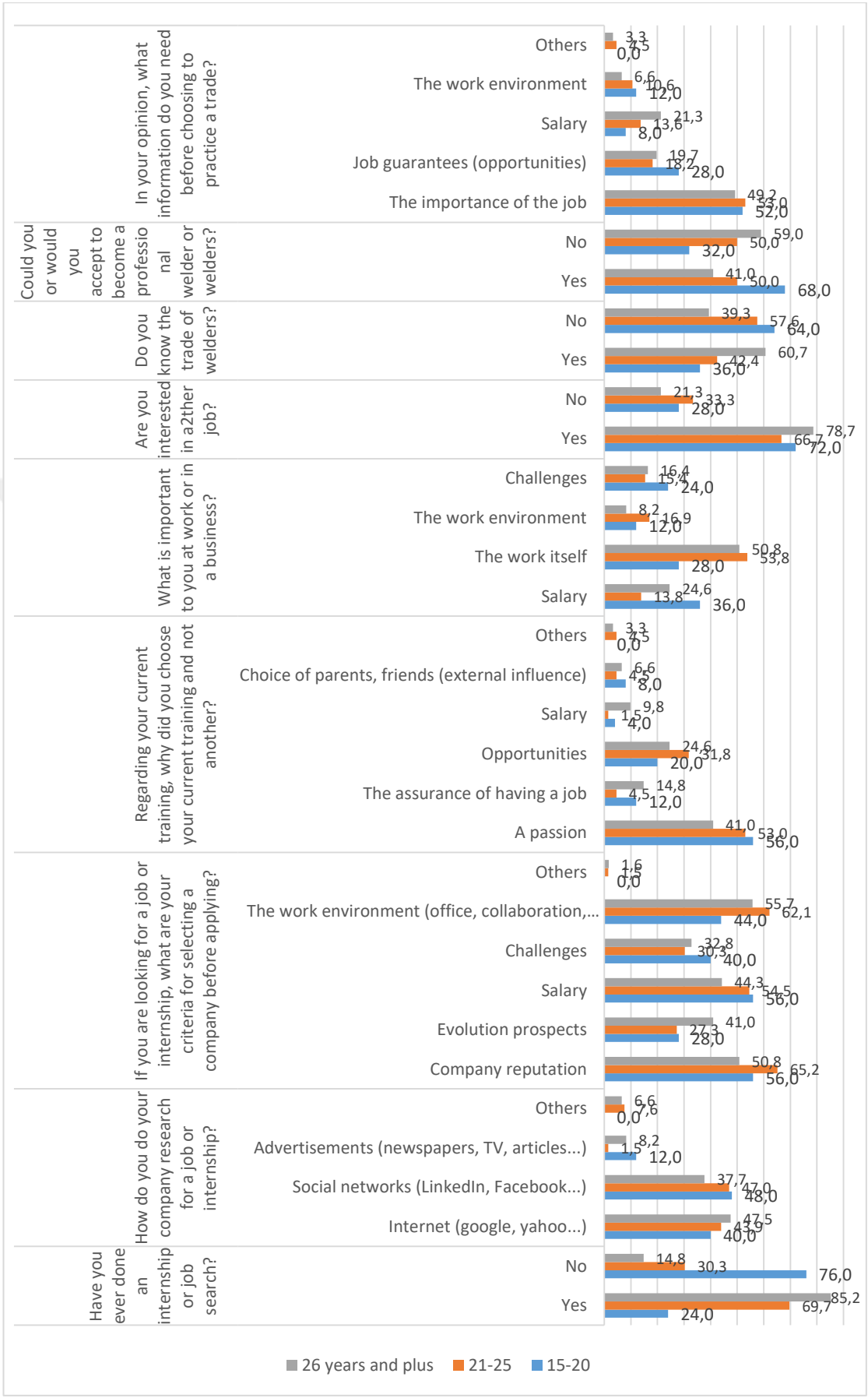

Figure 5.5: Examining the Relationship between the Age and the Variables

5.6.6 Acceptance/rejection of hypotheses regarding the results of the analysis

According to the results of this research, the acceptance / rejection status of the hypotheses are included in the Table 5.6.

Table 5.6: Acceptance/Rejection of Hypotheses Regarding the Results of the Analysis

Hypothesis	Acceptance Status	
	Acceptance	Rejection
Hypothesis 1: Potential young employees are not interested in these jobs due to a negative or outdated perception of these sectors.		X
Hypothesis 2: Young potential employees are attracted to sectors that offer more innovative, technological career opportunities and are in line with current trends.	X	
Hypothesis 3: Promoting the positive image and reputation of the sectors concerned, highlighting career opportunities, job stability and associated benefits, can attract more young talent.	X	

The object of our study was to understand the new generation and to attract them through recruitment strategies. It was important to know if our respondents already had the notion of job search. By the question « Have you ever searched for an internship or a job? », our respondents answered « yes » to 68.6% or 105 people. This would mean that our respondents were mostly aware of the concept of job search but also, they are fully capable of understanding the purpose of the search. This can be interpreted in the sense that our respondents are able to identify their interests vis-à-vis a company.

With regard to the means of contact or approach with companies, 86.93% of respondents chose the channel of social networks and the internet, i.e. 133 people. This confirms our information concerning the use of the internet tool by young people of this generation. Indeed, this generation is very focused on social media and the internet. This demonstrates that organizations should pay more attention to this phenomenon in their recruitment strategies.

When asked if the participants knew the welding trade, 51% of them had no idea about this trade. In addition, for the 49% of participants who said they knew the job, the following question « If yes, what do you know or what do you think about this job? » The responses showed insufficient explanations. According to our results, we can partially confirm our hypothesis 1: Potential young employees are not interested

in these jobs due to a negative or outdated perception of these sectors. Because it appears in the answers some prejudices on the sector but the majority of participants have no knowledge on the sector.

Another of the questions was to understand their selection criteria for a company before applying. This question further confirms our assumptions about this generation. Our respondents ranked work environment, reputation, salary and challenges in order. This shows that the important thing for this generation is the work environment and the reputation of the company. Taking into account the previous question, we can say that companies should create a healthy reputation on internet tools with an emphasis on the work environment. This joins our information in prelude, which relates to the image. It should be remembered that this generation is very focused on the image. Therefore, a profession or a company that has a good reputation and has an attractive working environment will have a much greater audience with these young people.

We wanted to understand the reasons for the choice of their current training. The results showed that passion has a strong impact on career choice. Our respondents have 48.7% or 78 people made the choice of their training by passion. 41 (26.8%) of people because of opportunities 15 (9.8%) of people, family choice or outside influence 10 (6.5%) and finally salary 8 (5.2%). However, this also means that 51.3% of our respondents are influenced by something other than passion. Thus, the organization or HR should reflect on these parameters, in order to meet their expectations. However, our data did not allow us to confirm our hypothesis 2: Young potential employees are attracted to sectors that offer more innovative, technological career opportunities and are in line with current trends.

The other question they were asked was what was important to them in a job or in a business. According to the results, we could say that our young people attach more importance to the work environment in which they evolve (32.3%). Then comes the work itself, the salary and the challenges. The young succession seems consistent and logical in its choices with regard to the factors of attraction and expectation considered by the latter when choosing an organization for which it will apply. This shows us that the choice of an organization for the young succession in connection with satisfaction is based on specific factors reflecting transparency through communication, a good relationship with the superior, work colleagues at the height,

as well as an openness to change. We can therefore see that to attract Generation Z, an organization must show great flexibility in order to reconcile personal life and work, which confirms the words of certain authors.

Another observation is that our respondents remain open to embracing another profession and even that of welding. While not having much information on the sector. This confirms the mobile nature of this generation. However, they wish to have certain information on the profession or the organization. This information is summarized in order of importance as follows:

- The importance of the profession
- Labor guarantees
- Salary
- The work environment

As certain authors have stated, the pecuniary aspect constitutes a major argument in order to attract labor (Morin 2007; Perrin Towers service RH, 2004). However, unconvincing when it comes to this generation, it is therefore necessary to adapt the strategies to these new parameters. Highlight the details of the profession, the position, its importance, etc. These results support our hypothesis 3 that "Promoting the positive image and reputation of the sectors concerned, highlighting career opportunities, job stability and associated benefits, can attract more young talent".

Workforce attraction and retention practices at the heart of organizations therefore take on their full meaning when we examine the literature in relation to the results obtained. It is therefore a matter for employers to better identify their practices that may cause certain shortcomings in order to take full advantage of an optimal application of strategic management.

6. CONCLUSION, DISCUSSION AND SUGGESTION

Companies seek to motivate and retain their employees through involvement and productivity work. The arrival of Generation Z and the high turnover of the workforce confirm this objective sought by trades such as welding. This generation also carries projects, meanings and values, most often paradoxical. Even if it is only a trend, it is clear that the aspirations of the Z coincide with the digital transformation, the exponential growth of the collaborative economy and therefore, the birth of uberization.

By including uberization as an enemy who wants you well (Denis & Grégoire, 2016), firms must rethink their internal organization in order to adapt their systems of recruitment and their modes of attractiveness to the evolution of digital technology.
In this context, this thesis aims to:

- to study the current training system; as well as the means of attractiveness of the profession to formulate recommendations;
- To rethink the recruitment process and to expose the levers of the redesign of the HR system of the firms in accordance with the current labor market and the new economy.

The analyzes were analyzed with SPSS 21.0 program and studied at 95% confidence level. In the analyzes, the frequency and percentage values of the categorical variables were determined. The relationship between university, gender and age and categorical variables was analyzed by Chi-square test. The results obtained by the analysis of the data were interpreted by comparing them with the findings obtained by the literature review. When choosing a company for a job or internship application, there is a significant relationship between paying attention to the expectations criterion and the university where the university is studied. When choosing a company for a job or internship application, there is a significant relationship between paying attention to the criteria of difficulties and the university where the student is studied. There is a significant relationship between the university visited and the choice of field of education. There is a meaningful

relationship between the university attended and what is important in the workplace or in a job. There is a meaningful relationship between thinking about the knowledge needed before choosing to engage in commerce and the university attended. There is a significant relationship between age and job or internship search status. As the age increases, the tendency to look for a job or do an internship also increases. There is a significant relationship between age and knowledge of resource trade. As the age increases, the level of knowledge also increases. To go further within this framework, this also proposes to the authorities' different tools and arguments aimed at responding to the inadequacies of attractiveness faced by the welding profession. Thus, it is hoped that the proposed solutions will meet the expectations of Generation Z, who are eager to satisfy their desires every day. Although studies of Generation Z's communication preferences and habits provide a general understanding, every individual may be different, and generalizations may not always apply. Everyone's communication preferences can vary depending on factors such as personality, experiences, and cultural differences.

Regarding attractiveness, the balance sheet highlights a contrasting result. While students in training are relatively satisfied with their training, the profession faces a persistent image deficit among high school students and the general public. This dissertation recommends, on the one hand, the commitment of professionals in the business through their loyalty-building actions, and on the other hand, the support of authorities and actors in order to accentuate communication actions. These are reflected in particular by highlighting the role of current employees and repositioning the business as a true entrepreneurial company. The attractiveness of the profession must be widely deployed among young people from Generation Z since they constitute a real target for industries. Thus, high school students who will follow one of the industrial training courses will have to be in symbiosis with the contributions of the lessons. For this, training must evolve, in particular under the impetus of National Education; otherwise, other sectors will be favored to the detriment of our professions, which are short of talent.

At the end of their training course, young Z enter the labor market as juniors. The first step is recruitment. The studies conducted as part of this thesis tend to abandon traditional recruitment principles in favor of an innovative process. First of all, this process exposes the importance of the choice of recruitment tools by advocating the

use of digital and human channels. Indeed, these channels are real opportunities for organizations to capture the curiosity of candidates. In addition, the work carried out through this thesis shows that it is imperative for welding professionals to create or redesign their recruitment process in a methodological way. The research undertaken was oriented in order to deploy a recruitment process in line with the employer brand. The challenge for the firms is to communicate intelligently with Generation Z juniors while respecting a certain number of new issues, such as intergenerational management, generation loyalty, the change from collaboration status to that of "co - actor" from cabinet (Carol, 2018).

In conclusion, the various investigations carried out throughout this thesis tend to affirm that the serious game for recruiting is an axis to be privileged. A real asset for developing the employer brand, corporate gamification meets both the expectations of Z juniors and those of the new economy. In addition, the establishment of a fun career evening allows firms to attract and recruit differently. Gamification thus greatly contributes to:

- transform constraint into opportunity,
- creating positive emotions,
- promote interaction with the context of the game;
- extend the user experience,
- revalorize the daunting tasks of the recruiter,
- transform employees into ambassadors.

Finally, all of the recommendations made tend to open up the innovation process to the welding professions, who are not HR experts. Let's not delay recruiting Generation Z differently! The methods applicable in terms of attractiveness and recruitment have not yet been determined and the young people from the generation, known as the "Alpha" generation, are already in the ranks of the schools.

According to the results of our survey and all the literature visited above, it is essential to mark a stop on the welding profession and dust it off from all these ambiguities. To do this, we must therefore emphasize our strategy on the communication of the brand image and the employer brand. The welding profession should be considered as a brand. Our proposals are as follows:

In the absence of the classic recruitment system, we offer a modern and innovative approach to attract Zs.

This approach takes effect on targets. Often the strategies are oriented towards students or college students; this has the effect of having little long-term impact. These strategies, although necessary, have proven to be insufficient because the people targeted have for the most part already chosen a career. It is therefore difficult to attract them to other professions. Our proposal is therefore to broaden our targets to juniors in primary schools. They are discovering the world around them and represent the future ambassadors of our companies and our professions. To do this, professionals in the welding trade would benefit from investing in communication with the schools of this cycle by planning company visits and career days. However, these visits must be made in the presence of the latter's parents.

Why involve parents? Parents represent the administrative figure of the child, and mostly belong to Generation Y who still have little information about this sector.

These visits of two targets will have the effect of planting the seed of the discovery of the profession among children and dusting off its image among parents. Thus, later on, the parents can be the relay of encouragement for the child to choose welding as a profession.

We need to organize welding events and competitions. Events and competitions are a great way to show young people the benefits and skills needed to be successful in the welding trade. Organize events such as open houses, welding competitions, exhibitions and conferences to present welding as an attractive and rewarding profession.

Highlight career opportunities: Generation Z are concerned about their professional future and are interested in jobs that have the potential for career growth and development. Show young people the different career opportunities in the field of welding, such as robotic welding, pipe welding for the oil and gas industries, metal welding for the automotive industry, etc. Also, highlight opportunities for continuing education and skill development in this area.

A network bringing together seniors in the profession so that they are the image of the profession among juniors. They will have to share their experiences, their stories, detail the projects on which they had to work. They can also be the mentors of these

young people. This mentoring should be done from school, regardless of grade level. These seniors will have to be in constant contact with these young people. Generation Z is also known to want to be connected with mentors and people who are experienced in their field. Create a mentorship program that will allow young people to work alongside experienced welding professionals. This will give them the opportunity to ask questions, learn practical skills, and connect with professionals in their field. The network will also be able to present the life of the welder after the job.

Generation Z is very environmentally conscious and concerned about sustainability issues. Highlight the environmental benefits of welding, such as the ability to repair products instead of throwing them away, reducing waste, and using recyclable materials. Show young people how welding can help protect the environment and conserve natural resources.

Companies should stop video montages showing only people in work uniforms, helmets and torches and gloves. The profession must reinvent itself with a new form of communication, with changes in clothing style, appearance and more cleanliness. Generation Z being focused on the image and the work environment which takes into account hygiene and collaboration, would be prey to be more attracted by a communication which takes these standards into account. It would be interesting to see images of professionals in the trade outside their work areas, in daily life outfits (suit, tie, dress, skirt, shirt etc.). We know it so well; the best attraction is good advertising that meets the needs of the target. Zs' need to feel close to their future jobs, so ads should also focus on the welder's life outside of work (Campion et al., 2019).

Marketing creates the "image" of the organization. Creating interesting and lasting impressions is key function, as well as an art form (Shrm, 2016). Use social media and SEO (Stands for search Engine Optimization) to disseminate information about the welding profession and show how it is innovative and technologically advanced (url-10). Use technological tools because Generation Z is the first generation to have grown up with digital technology. Use technology tools such as virtual welding simulators, videos and online tutorials to show young people how technology is used in the welding trade. Young people will appreciate the hands-on aspect of learning,

as well as the opportunity to learn about the latest technologies used in the industry. With the help of social networks, there are several concepts through which professionals in the trade and companies could communicate and attract these young people. Networks like Facebook, Tiktok, Instagram with their current trends "vlog videos", which are indeed short journalistic style videos, in which people summarize their days, their jobs, their activities etc (url-11). The meaning that a company conveys - voluntarily or unintentionally - influences the action of its stakeholders for better or for worse. This is even more true in the age of Twitter, Snapchat and Gen Z (Christophe, 2015).

This concept is very much used by young people and makes it possible to present the stages of an activity from other angles with comments. Welding professionals could draw inspiration from it to communicate about the profession and its progress and importance. The advantage of this campaign is that it involves both HR and especially professionals who need more recognition and visibility.

It is necessary to multiply the presence on social networks with video advertisements, which highlight the evolution of both technology and innovation in the profession. Indeed, this generation, more skilled than the previous one in technological tools, will recognize themselves better in a profession that presents these sources of motivation. By taking inspiration from the communication model of the number one company in digital marketing (Apple), professionals in the business could offer incentive communications to this youth. In summary, using improved and effective video marketing.

It should be remembered that:

- The Facebook social network is the most used in the world with 2.963 billion monthly active users in 2023 with 32% of Facebook's audience aged 25 to 34, 25% aged 18 to 24 (Christophe, 2023).
- The Instagram network has approximately 1.386 billion users with 69.4% under 35 years old (Leuenberger, 2023).
- TikTok has 1.7 billion active users worldwide. Worldwide, 63% of TikTok users are under the age of 24 (Asselin, 2021).

Based on studies on the definition and benefits of games, many links have been made between play and learning in children. They now represent an effective means of

recruitment for the young generation, for example the "serious game". While serious games are also entitled to their media development, this subject is still the subject of theses in management sciences. Indeed, "the only field that is really invested today is that of professional training and learning through these tools" (Isabelle & Lacroix, 2013). Pedagogy taking into account the use of serious games has emerged to replace traditional practices by boosting student motivation. The playful side made it possible to develop knowledge in the context of complex and above all authentic learning situations. “Serious games were expressly developed for the purpose of training and developing skills, even for the purpose of changing attitudes, differing on this point from video games aimed purely at play or edutainment” (Eric et al., 2011). Originally, the main interested party was the learner.

The arrival of Generation Z and the high turnover of the workforce confirm this objective sought by welding companies. Gamification is a means of a necessary return to the human. It consists of combining playful means and methods in the professional environment (Brassier & Ralet, 2021). Through social knowledge, the objective of gamification is to conclude on our functioning, our ambitions and our community work. Recruitment being an important part of retention, it is not insignificant to use fun in your recruitment process in a firm. Recruitment can be experienced by novice candidates as an agonizing system. In order to avoid this anxiety-provoking environment, the playful aspect would promote social relations during exchanges with recruiters. This is why the gamification included in the stages of the recruitment game is positioned in addition to a process in order to discover the candidate.

Welding is no longer a closed or male-only industry. It is therefore necessary to put in place a strategy to attract the female gender. To do this, we propose three actions:

- Create, like the national welding contest, a "miss welder" contest. This event will aim to put in competition the women exercising in this profession. Thus, the first three will be rewarded with prizes (internship, job, funding, etc.).
- Create special welding programs dedicated to women. These programs will give women in this trade the opportunity to express themselves, to share their experiences, to show their daily lives as women in the trade. These programs will have to be associated with digital and live in order to reach as many

young girls and their entourage as possible to interact. These programs must also make it possible to show that this profession can reconcile professional life and private life, work and family...

- With the unavoidable presence of social networks and the birth of the phenomenon of influencers, we propose to encourage women welders to express themselves more on social networks and to be supported by organizations. This strategy aims to create welding stars. They will be able to defend the brand image of this profession and seduce young girls with targeted content and messages. These different approaches will make these women the ambassadors of the sector in face to the younger generation.

We believe that by implementing these innovative strategies, companies and workshops will be able to attract Generation Z to the welding profession more effectively by showing them how this field can be exciting, technologically advanced and offer long-term career opportunities.

This study has several implications that should be put into practice by all organizations in general and those in the welding industry in particular. These implications are divided into recruitment and Generation Z-friendly attraction. For example, companies should use their traditional homepages and job portals to post jobs, as these are the platforms most used by Generation Z. They also use other sources such as radio, AMS and Willhaben to search for job opportunities. In addition, companies should also mark their presences on social networking sites, either by posting jobs themselves or by providing information about different things such as products, benefits, events, photos of colleagues, food, and offices. This is important because Generation Z is using these networks to look for jobs, they are becoming more and more active on these sites, and companies stay in their minds and attract them and will be able to recruit them unconsciously.

Businesses should present a lot of information on their homepage and social networking sites. In addition, the homepage must be user-friendly and the information provided must be truthful, authentic and consistent.

In addition, as mentioned above, welding companies should provide information about functional and symbolic benefits, but also make these benefits available to Generation Z candidates, as this represents an important pull factor in the workplace for them. Taking into account functional benefits, for example, companies should

offer stable jobs, appropriate and generous salaries, and support employee development. Generation Z values companies that offer a canteen, flexible working hours, a home office, and a harmonious work environment. Professionals in the trade should offer fulfilling and interesting work, value employees and provide a good work atmosphere as a symbolic benefit. In addition, team building events, a good company reputation, a good registration period, and a short recruitment process are also important for Generation Z.

For future work, it would be beneficial to deepen the research by first broadening the sample of interviews and surveys to get a broader perspective and focus on the impact of virtual reality and artificial intelligence tools on the skills management of young talent, and this, on a Turkish scale. If we take this idea further, why not undertake a study on the impact of emerging technologies, such as automation and robotics, on the future of the welding profession and the skills required to succeed. Explore how future welders can adapt and thrive in an industry in perpetual technological evolution.

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APPENDICES

Appendix A: Survey Forms

Figure A.1: Personal Information Survey Questionnaire Google Form

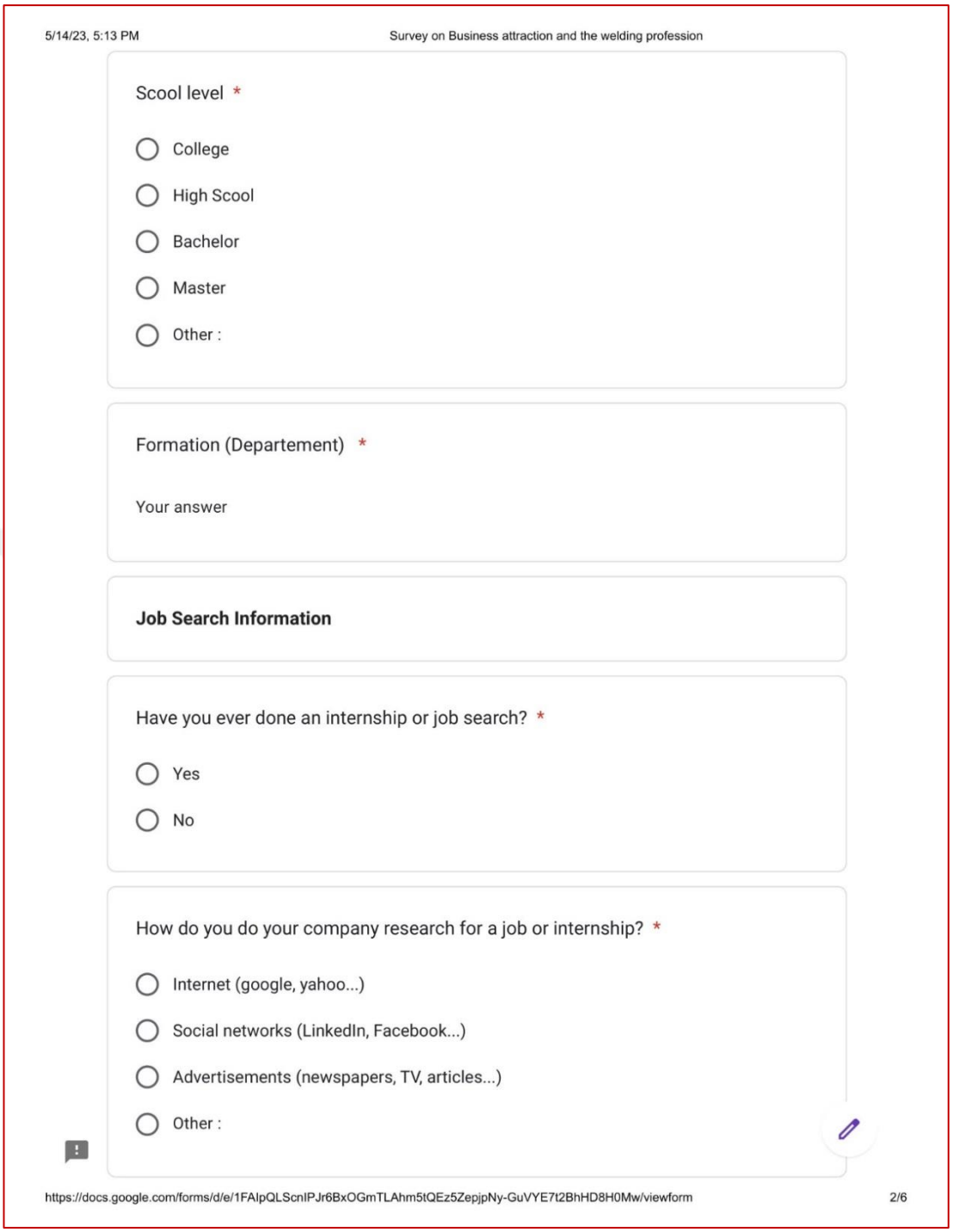

Figure A.2: Job Research Information Survey Questionnaire Google Form

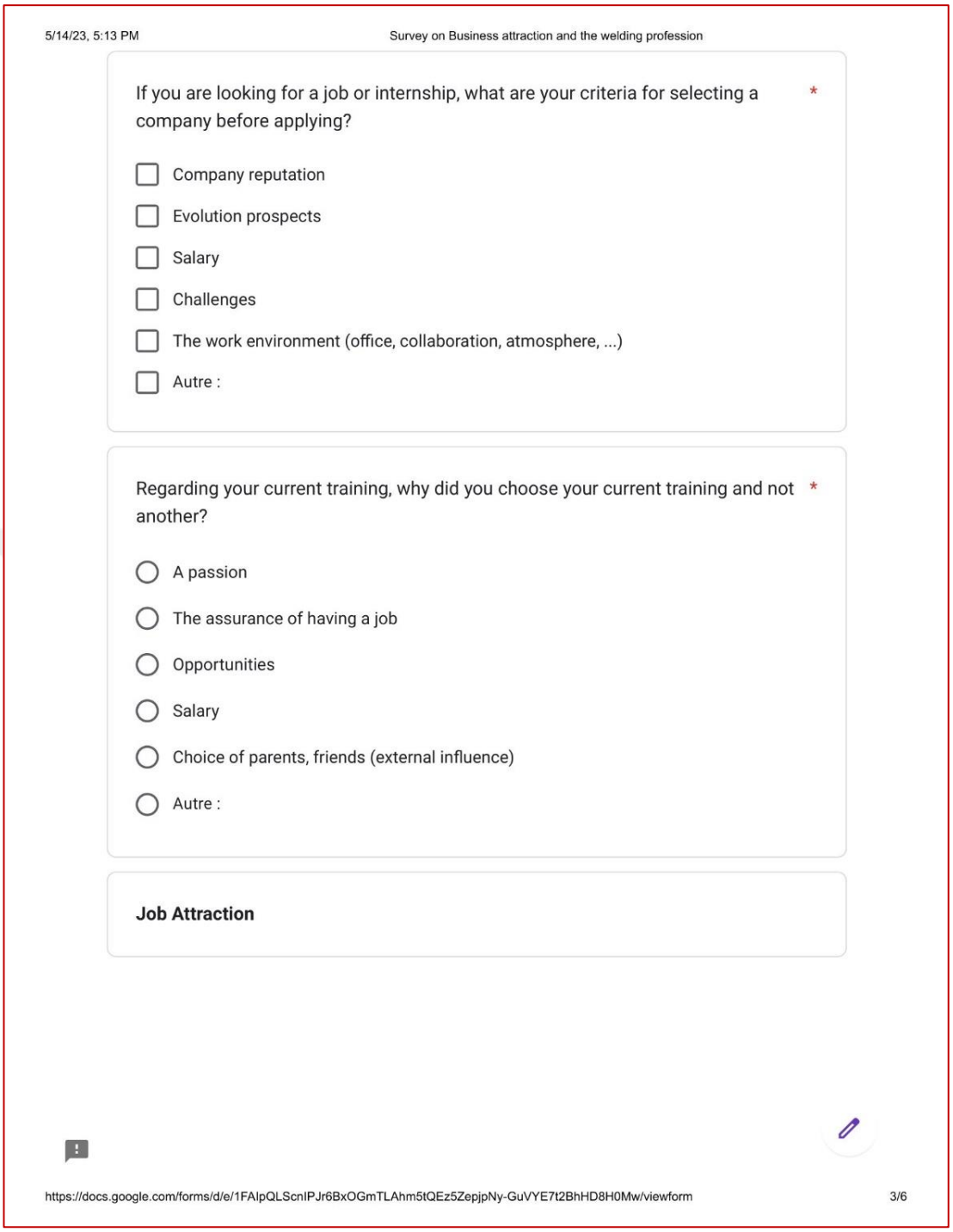

Figure A.3: Job Research Information Survey Questionnaire Google Form (Continuous)

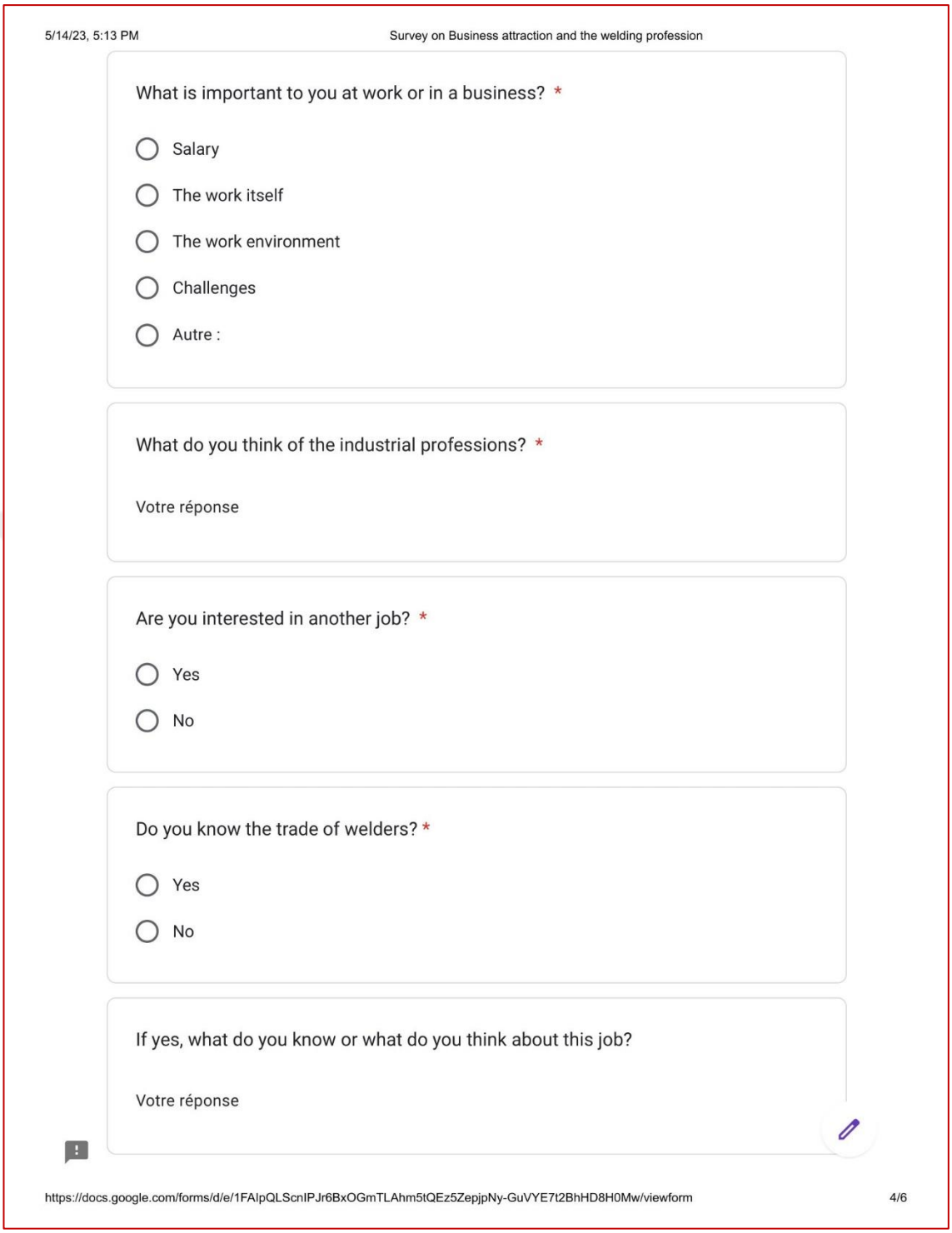

Figure A.4: Job Attraction Information Survey Questionnaire Google Form

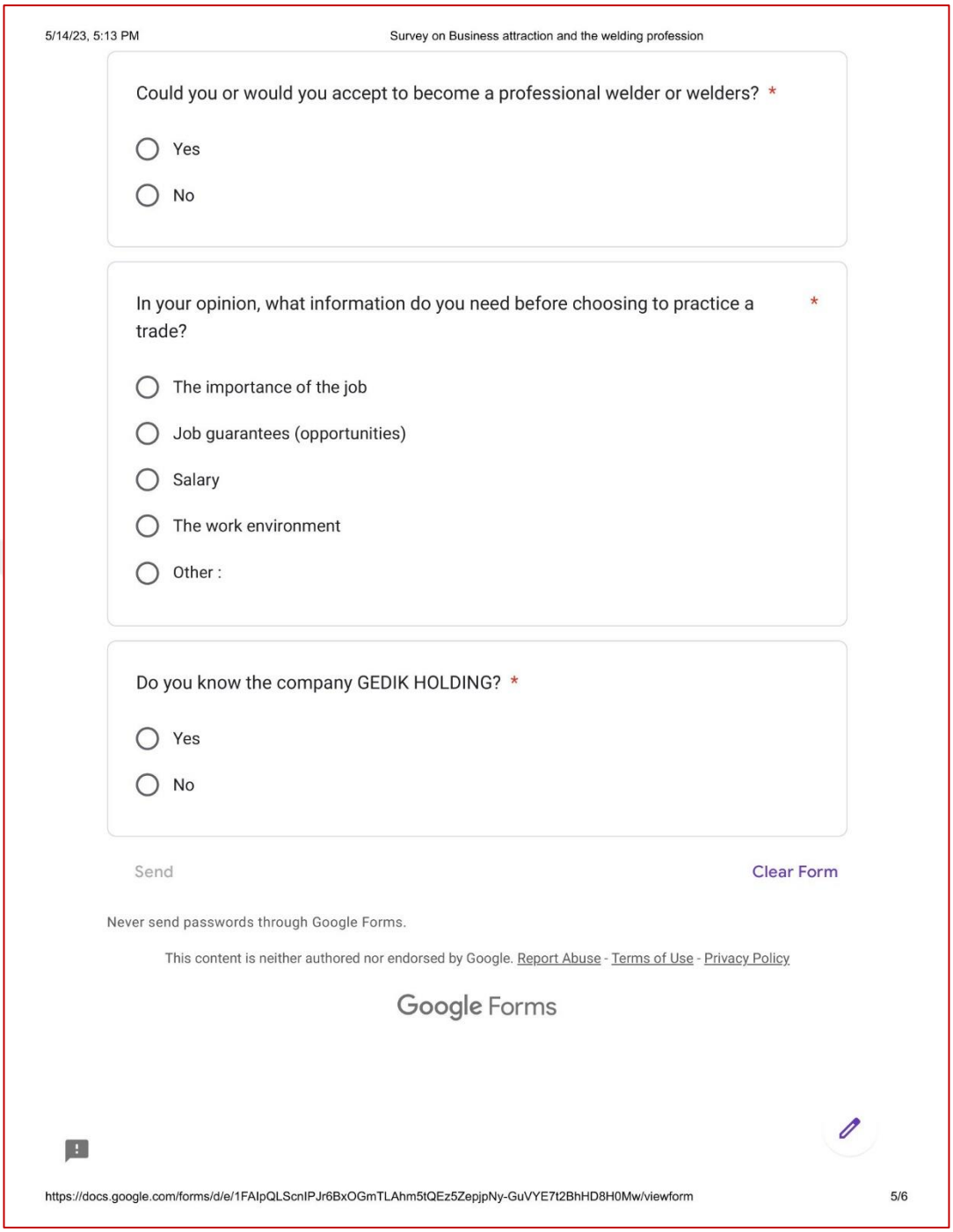

Figure A.5: Job Attraction Information Survey Questionnaire Google Form (Continuous)

RESUME

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