INVESTIGATION OF AFFECTIVE FACTORS ON EMPLOYABILITY IN THE ORGANIZATIONS AND STATE INSTITUTIONS

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ABSTRACT
According to the intense of competition in today’s world, human resource is the most competitive advantage in the companies. Presented solutions include reconstruction; privatization; miniaturization; outsourcing; and globalization, which have been associated with reducing the number of employees. Mentioned methods have been created changes in the relations between employees and agencies. In other words, they have been created a traditional in psychological contracts, which is caused for creation a new concept under the title of employability. The aim of the present study is investigation of affective factors on employability in different levels of organizations and state institutions in the township of Dehaqan. In the present study library method is used at first in order to collection the literature, after that descriptive – survey method is used for collection the required data. Statistical community in the present study includes all the managers and assistances of government agencies in the township of Dehaqan who are equal to ninety people. Inferential statistics is used for analysis the data by T-test comparison. In the additional assumptions of T-test two samples are used, which include Variance analysis and Freedman test. They have been examined for seven hypothesis of research. The results indicate that some factors such as identity of career; adaptability; social capacity; training and development have significance relationship with employability. Also, relationships between adaptability of labor market, evaluation of performance and development of displacement have not been approved with employability.

Keywords: Human Resource Management, Employability, Individual Factors, Organizational Factors

INTRODUCTION
Employment in today’s world is developing rapidly. Organizations are getting smaller and are going to the virtual world. The relationships between them become more complicated from one day to the next. Firms and agencies do not tend to employment the people, and usually try to attract the required forces by contracts. This is a method, which is unavoidable in globalization and commercialization of economy. It has occurred over the years, and nowadays it is occurring in the developing countries. So in this situation job security of people will be placed in the high risk. Employability has been proposed as an important subject in the human resource management (HRM). In the present study, employability is applied to deal with job insecurity in employment, and it can replace with job security. Employability of employees includes capacity and longing of employees in order to remain attractive in labor market (supply factors) by prediction of changes in the workplace and conditions (demand factors). Supply and demand factors can be happened easily by instruments of human resource development, which are presented via organizations and institutions (Colin, 2005). In view of economic, mentioned definition has attention to supply and demand of work (Fugate, 2004). Anyway, mentioned definition determines that employability of employees is shared for responsibility of employees and organizations, which are using of it. Also, human resource development of organizations, policies of government and protection for maintain and employability’s advances of employee are so important issue. Globalization has a considerable impact on security of job. Modern state management has turned into reconstruction of organizations in order to solve problems of traditional state management. Modern state management used divers’ workforce in order to reconstruction their organizations by reengineering process, reconstruction, miniaturization and outsourcing (Lindsay, 2003). Tjsen has examined the concept of employability and has classified it in three groups, as follows: comprehensive definitions, wide definitions, axial definitions. Axial definition of employability includes

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all the individual’s opportunities to success in the various careers of the labor market. Axial definition includes only for capacities, desires and ambitions of employees, and it doesn’t mention to situational and contextual conditions. Wide definition of employability includes learning ability besides the capacity and longing of success in the various careers. Also, it includes all the individual properties, which are determinant future position of someone (de Grijp, 2002).

In terms of this paradigm, psychological contract has been challenged with properties of constant employment and security of job. It is endangered security of job with tend to contractual and temporary contract. Growth of part-time forces is because of conducting temporary activities and passing through critical sates such as sudden growth of productions. Nowadays, par-time forces (like: temporary workers, independent contractors, borrowed and part-time employees) make up a contribution equal to 20% of employees (Sue, 2014).

On the other hand, organizations try to use part-time employees instead of constant employees and paying heavy price in the necessity time in order to increase productivity and decrease prices. In the present study, researcher wants to know which factors are effective in employability of organizations and institutions of Dehaqan Township. In this regards, conceptual method of the present study is considered for two categories of organizational and individual factors. Individual factors include identity of career; adoptability; social capital; human resource and interaction with the labor market. Organizational factors include advance of organization; evaluation of performance and education.

According to these issues the present study is looked for the answer to this questions that what are effective individual factors and organizational factors in employment of employees in the organizations and state institutions of Dehaqan Township? The present study wants to know what employability is, and which factors in advance of employability are affecting.

Literature

Sue and Jacky (2014) have conducted a study under the title of “Job Opportunities of graduated athletic: Strategies concepts of employment in the higher levels of sport”. They have been investigated the economic importance of higher level in the education. The main aim in this study is investigation of job opportunities of graduates’ student in the sport, and concepts of employment’s development for athlete learners. The results of this study indicated that employment strategies are essential requirement for graduated students in the sport in order to development of their career skills.

Savanee et al., (2014), have conducted a study under the title of “Conditions of employment and essential skills of employability by employers for university graduates”. They have been investigated importance of essential skills in employability by employers. The results of this study indicated that essential skills for high potential in employment include individual skills of management, basic skills and teamwork skills (Savanee, 2014).

Mohd Yusof et al., (2012), have conducted a study under the title of “Measurement model of employment skills by confirmatory factor analysis”. They concluded that applied measurement model in this study for investigation of employment skills by engineering students in field of training have positive results in the Malaysia (Mohd Yusof, 2012).

Zahedi et al., (2010), have conducted a study under the title of “Effects of organizational factors in employability of employees in the state institutions, public administration”. They believe that factors such as organizational factors; education and development; evaluation of performance; displacement and transition are effective in employability of employees. Unfortunately, mentioned factors are not considered in the state institutions of Iran (Zahedi, 2010).

Ramezani (2008), has conducted a study under the title of “Training of human resource based on competency and formulations of competencies”. Understanding and training of capacities, competency and abilities of human forces have the most important role in survival of organization in the competitive environments. In addition to these abilities of human forces as a strategic resource, it is resulted in the loss of competitive advantages (Omran, 2008).

Esbati et al., (2003), have conducted a study under the title of “TAP test in selection and employment of IT specialist”. This study is investigated effective use of resources and efficient combination of it, which
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are located in implementation of organizational strategies. Among the organizational resources, human resource is the axis of any activity. Human resource is benefiting from organizational resource such as capital; raw materials; and equipment. Also, psychological tests for employment are optimal screening instruments in order to selection and employment of employees in the various jobs (Esbati, 2003).

Human Relations in the Management

While theories of human relations in the management was formed a new shape of academic since the beginning of the twentieth century, prophetic management in regards with controlling department of Islamic society was the issue of human relations in the management from the early days of Islam. Fortunately, because of religious teaching, researchers in the Islamic management have very rich backgrounds in this field. Human relations conceptually mean creation normal human relations in order to more satisfaction, cooperation and strengthen moral of employees. Human relations in the management are the reason for survive of management and organization. Knowledge of human relations would be the most efficiency with the lowest cost by creating safe and bracing environment (Reza, 2008). Managers of public sector contrary to the managers of private sector know employee systems as an obstacle in the effective management. Inflexible of administrative structure and employment methods, which are outside the control of managers, are obstacles for employment of proper employees. Also, establishment of appropriate systems for bonus or fired employees, who have not desirable function, is difficult. In addition to this, current regulations in the organizations would be limited ability of managers, which is caused for motivating subordinates (Arthur, 1994).

Employability

Employability has been proposed as the most important subjects in field of human resource development (HRD). In the present study, employability is used to deal with lack of job security in employment and it can replace with job security. So the present study is looking for this answer that what are the effective organizational and individual factors in employability of state institutions in the Dehaqan Township? The present study had expressed comprehensive definitions for employability of employees. The concept of employability has been considered in the international organizations. We can see the aspect of employ ability in the European commission between years 1996 to 2000 and in the international Labor organization in 2000. This subject is stimulated by new ideas about development of career. It is caused for decrease constant’s contract of employment by employer, and a new approach is developing in jobs and careers. According to the study of “Hayat”, modern jobs distinguish by high degree of flexibility. “Arthur” is anticipated that there have not border between careers and jobs in the long–term. The research of “Hall” has been indicated that Flexible Job is an idiom which is developed in the late of 80s and in the early of 90s. According to the study of “Fal”, flexible job is pattern of various experiences in fields of education, training and job in the several organizations. However, the employability is the free movement of people in labor market according to employability. Employability is known as an ability of person to keep a job and find a new job in the necessity time. Although in the late of 20th century definitions of employability was so various and complex, it has been presented as the most important subject in human resource development in the global economic. It was one of the foundations in strategy of employability in Europe (Arthur, 1994).

Importance of Issues

Concept of employability was used in different fields for both employed and unemployed people. Different definitions are presented for maintain of employability. Some people know it as a maintain in national and international labor market of organization, the other know it as an ability of person to obtain employment, maintain of job, deformation in the organization and give new job in the necessity time. This definition includes both employed, who are looking for a new job, and unemployed, who are jobseekers. Changing in the employment contract is a reason for decline of job security among employees of state institutions. It is reason for insecurity of job, and includes disadvantages in the labor market of human resource. Also, it cause for endangering health of employees in terms of mental and physical, and
includes theoretical and experimental approach. Hence, it will affect on employee performance and organizational effectiveness. These investigations indicate that there are problems and challenges between employees and organizations, which some solutions should be expressed to solve these problems. In this regard, some scholars; researchers; and executive directors have been presented concept of employability during the different studies.

**Objectives of the Research**

The main objectives are as follows:
1. Identification of individual factors in the employability of organizations and state institutions of Dehaqan Township.
2. Identification of organizational factors in the employability of organizations and state institutions of Dehaqan Township.

The secondary objectives are as follows:
1. Identification of relations between nature of career and employability.
2. Identification of relations between adaptability and employability.
3. Identification of relations between social capital and employability.
4. Identification of relations between labor market and employability.
5. Identification of relations between training and employability.
7. Identification of relations between advance of displacement and employability.

**Hypotheses**

According to the hypothesis of the present study, the individual factors are as follows:
1. It seems there is a relation between nature of career and employability.
2. It seems there is a relation between adaptability and employability.
3. It seems there is a relation between social capital and employability.
4. It seems there is a relation between interaction of labor market and employability.
5. There is a relation between training and development with employability.
6. It seems there is a relation between evaluation of performance and employability.
7. It seems there is a relation between advance of displacement and employability.

**Conceptual Model**

In the present study, every mentioned model has focused to the specific dimensions of employability, which cause for designing comprehensive sample (figure 1). Designed sample has been created by inductive method and conceptual method. It means that this model is created by experimental test, which is based on direct and indirect observations or by collected the data. It is possible to obtain necessary factors of this model by exploratory studies.

![Figure 1: Conceptual model: individual and conceptual factors](image-url)
MATERIALS AND METHODS

Methodology

The method of the present study is survey. It is based on solidarity by sample selection, which has been used as an instrument for questionnaire and collected data. Statistical community of the present study includes all the managers and assistants of organizations and state institutions of Dehaqan Township. Analysis the data has been conducted in section of descriptive statistics (frequency, percentage, average and standard deviation). In the section of inferential statistics T-test of comparison has been used. T-test of two sampling, analysis of variance, and freedman test with the significance have been used and analyzed in the assumption test for research hypothesis. Statistic community in the present study includes all the mangers of Dehaqan Township who are 90 people. In order to more efficient all the members of society have been analyzed.

Data Collection

In each study required data will be collected and analyzed from the society (statistical sample) by researcher and hypotheses tests will conduct. Kind of instrument is dependent on methodology. In the present study, questionnaire of researcher has been used based on indexes of research. Evaluation of effective factors in employability of organizations and state institutions has been conducted in the Dehaqan Township. In the present study individual questions and questions, which are based on index of research have been combined together and they have been presented to respondents as a questionnaire. The main questions of questionnaire are based on Likert scale. The numerical codes of 5, 4, 3, 2, and 1 have been considered respectively for options: Too many; Many; Mean; Low and very low.

Research Hypotheses

In this section hypotheses of research have been analyzed by statistical inference, and we has been tried to find proper response based on accepting or rejecting of hypotheses. Hence, T-test and significance have been used in order to investigate main hypotheses of the research. Also, T-test of two sampling, analysis of variance and freedman test has been used in the present study. Likert scale has been used for answering to the questions and for implement of scale, the numerical codes from 1 to 5 have been used, so the mean of answers are equal to 3. Hence, code of 3 has been considered for hypotheses test.

• First Hypothesis
It seems there are a relation between nature of career and employ ability. In other words, based on coding the responses the mean of responses are more than 3 in this index. H0 and alternative hypothesis are as follows:
H0: μ ≤ 3
H1: μ > 3

Table 1: T-test in the investigation of first hypothesis

<table>
<thead>
<tr>
<th>Effect of career in employability</th>
<th>T</th>
<th>Degree of freedom</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4.389</td>
<td>78</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Table 1 indicates that p-value is lower than 5% (or even 1%) error, so H0 will be rejected. The average of responses is more than 3; hence, the first hypothesis will be accepted. It means there is a relation between nature of career and employability.

• Second Hypothesis
It seems there is a relation between adoptability and employability. In other words, based on coding the responses the average of responses are more than 3 in this index. H0 and alternative hypothesis are as follows:
H0: μ ≤ 3
H1: μ > 3
Table 2: T-test in investigation second hypothesis

<table>
<thead>
<tr>
<th>Effect of adoptability in employability</th>
<th>T</th>
<th>Degree of freedom</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4.077</td>
<td>78</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Table 2 indicates that p-value is lower than 5% (or even 1%) error, so H0 will be rejected. The average of responses is more than 3; hence, the second hypothesis will be accepted. It means there is a relation between adoptability and employability.

- **Third Hypothesis**
  It seems there is a relation between social capital and employability. In other words, based on coding the responses the average of responses are more than 3 in this index. H0 and alternative hypothesis are as follows:
  H0: $\mu \leq 3$
  H1: $\mu > 3$

Table 3: T-test in investigation third hypothesis

<table>
<thead>
<tr>
<th>Effect of social capital in employability</th>
<th>T</th>
<th>Degree of freedom</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4.932</td>
<td>78</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Table 3 indicates that p-value is lower than 5% (or even 1%) error, so H0 will be rejected. The average of responses is more than 3; hence, the third hypothesis will be accepted. It means there is a relation between social capital and employability.

- **Forth Hypothesis**
  It seems there is a relation between interaction with the labor market and employability. In other words, based on coding the responses the average of responses are more than 3 in this index. H0 and alternative hypothesis are as follows:
  H0: $\mu \leq 3$
  H1: $\mu > 3$

Table 4: T-test in investigation forth hypothesis

<table>
<thead>
<tr>
<th>Effect of interaction with the labor market in employability</th>
<th>T</th>
<th>Degree of freedom</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.638</td>
<td>78</td>
<td>0.991</td>
</tr>
</tbody>
</table>

Table 4 indicates that p-value is not lower than 5% error, so H0 will not be rejected. The average of responses is less than 3; hence, the forth hypothesis will be rejected. It means interaction with the labor market has not effect in employability.

- **Fifth Hypothesis**
  It seems there is a relation between training and development with employability. In other words, based on coding the responses the average of responses are more than 3 in this index. H0 and alternative hypothesis are as follows:
  H0: $\mu \leq 3$
  H1: $\mu > 3$
Table 5: T-test in investigation fifth hypothesis

<table>
<thead>
<tr>
<th>Effect of training and development with employability</th>
<th>T</th>
<th>Degree of freedom</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.797</td>
<td>78</td>
<td>0.046</td>
</tr>
</tbody>
</table>

Table 5 indicates that p-value is lower than 5% (or even 1%) error, so H0 will be rejected. The average of responses is more than 3; hence, the fifth hypothesis will be accepted. It means there is a relation between training and development with employability.

**Sixth Hypothesis**

It seems there is a relation between evaluation of implement and employability. In other words, based on coding the responses the average of responses are more than 3 in this index. H0 and alternative hypothesis are as follows:

H0: μ ≤ 3
H1: μ > 3

Table 6: T-test in investigation sixth hypothesis

<table>
<thead>
<tr>
<th>Effect of implement’s evaluation in employability</th>
<th>T</th>
<th>Degree of freedom</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-1.404</td>
<td>78</td>
<td>0.836</td>
</tr>
</tbody>
</table>

Table 6 indicates that p-value is not lower than 5% error, so H0 will not be rejected. The average of responses is less than 3; hence, the sixth hypothesis will be rejected. It means there is not a relation between evaluation of implement and employability. In other words, evaluation of implement has not effect in employability.

**Seventh Hypothesis**

It seems there is a relation between displacement and employability. In other words, based on coding the responses the average of responses are more than 3 in this index. H0 and alternative hypothesis are as follows:

H0: μ ≤ 3
H1: μ > 3

Table 7: T-test in investigation seventh hypothesis

<table>
<thead>
<tr>
<th>Effect of displacement in employability</th>
<th>T</th>
<th>Degree of freedom</th>
<th>P-value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4.984</td>
<td>78</td>
<td>1.000</td>
</tr>
</tbody>
</table>

Table 7 indicates that p-value is not lower than 5% error, so H0 will not be rejected. The average of responses is less than 3; hence, the seventh hypothesis will be rejected. It means there is not a relation between displacement and employability. In other words, displacement has not effect in employability.

**Conclusion**

According to the effects of changes in the context of modern state management, some strategies such as reconstruction; miniaturization; privatization and etc will not separate from each other. Hence, strategies have various effects and changes in the relations of employment. Psychological contract, which has been created a situation for constant employment and security of job, has been affected by mentioned developments. So constant employment is tended to contractual employment and is endangered job security. So organizations should be looked for final alternative for job security. In the present study, employability has been selected and analyzed as an alternative, then effective factors were investigated in
Employability of employees and individual and organizational factors were presented. The aim of the present study is investigation effective factors in employability of organizations and state institutions of Dehaqan Township. The present study has been investigated problems and challenges of employability in different levels of organization and state institutions of Dehaqan Township based on organizational and individual factors of employability. Also, another aim of the present study is improvement of mentioned factors and advance of employability.

**First Hypothesis**: In the first hypothesis of present study, according to the value of T-test and p-value, which is less than 5% (or even 1%) error H0 will be rejected. The average of responses is more than mean of three. So the first hypothesis will be accepted. It means there is a relation between nature of career and employability.

**Second Hypothesis**: In the second hypothesis of present study; according to the value of T-test and p-value, which is less than 5% (or even 1%) error H0 will be rejected. The average of responses is more than mean of three. So the second hypothesis will be accepted. It means there is a relation between adoptability and employability.

**Third Hypothesis**: In the third hypothesis of present study; according to the value of T-test and p-value, which is less than 5% (or even 1%) error H0 will be rejected. The average of responses is more than mean of three. So the third hypothesis will be accepted. It means there is a relation between social capital and employability.

**Forth Hypothesis**: In the forth hypothesis of present study; according to the value of T-test and p-value, which is not less than 5% error H0 will not be rejected. The average of responses is less than mean of three. So the forth hypothesis will be rejected. It means there is not a relation between interaction with the labor market and employability. In other words, interaction with labor market has not effect in employability.

**Fifth Hypothesis**: In the fifth hypothesis of present study; according to the value of T-test and p-value, which is less than 5% (or even 1%) error H0 will be rejected. The average of responses is more than mean of three. So the fifth hypothesis will be accepted. It means there is a relation between training and development with employability.

**Sixth Hypothesis**: In the sixth hypothesis of present study; according to the value of T-test and p-value, which is not less than 5% error H0 will not be rejected. The average of responses is less than mean of three. So the sixth hypothesis will be rejected. It means there is not a relation between evaluation of implement and employability. In other words, evaluation of implement has not effect in employability.

**Seventh Hypothesis**: In the seventh hypothesis of present study; according to the value of T-test and p-value, which is not less than 5% error H0 will not be rejected. The average of responses is less than mean of three. So the seventh hypothesis will be rejected. It means there is not a relation between displacement and employability. In other words, displacement has not effect in employability.

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