

# Human Resources Management Practices and Graduate Employability from the Perspectives of Management

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**Abstract:** The skills mismatches between recent graduates and employers' demands are the main driver of graduate unemployment. The purpose of this empirical study is to understand the current trends of human resource development strategies, attributes and developmental program required by employees regarding employability when hiring entry-level graduates. A total of 12 respondents from management staff of private engineering company in Ayer Hitam, Johor were involved in face-to-face interview as qualitative approach medium. This study used thematic analysis as data analysis. The findings found the working experience is the main factors in hiring employee. The result also found ICT exposure and knowledge, problem-solving thinking and team work were major attributes required for graduate employment. It also found training and development program and financial and non-financial opportunity were major developmental activities provided by company to support graduate employability. Therefore, this study may assist the employers as guidance regarding graduate employability strategy development in hiring and developmental program.

**Keywords:** Human Resources Development Strategy, Human Resource, Talent, Employability, Graduate Employability

## 1. Introduction

### 1.1 Research Background

Globalization of individual needs in most public or private listed companies has changed the business orientation over time. Numerous organizations have extended tasks abroad, and even neighborhood organizations are confronting contention from abroad (Wright, 2008). In response to worldwide challenge, most firms are contributing new advances to manage the cost of an improved,

lessen cost for business, yet these mechanical developments have prompted consistent and considerably slower development of human resources. Meanwhile, global capital markets are pushing firms to modernize but at the same time shrink costs. It is not an easy feat. These trends have influenced organizations to oversee human resources as viably as could be expected under the circumstances (Wright, 2008). Challenge confronting graduates in Malaysia today is to win a competitive advantage because to remain be required in the industry. The better-educated youth put high effort to join additional course merely to add additional skill which give self-added-value and be unique. With evidence from a talent employability survey conducted by TalentCorp in collaboration with the World Bank TalentCorp (2014), this occurs due to soft skills emphasized by employers as the key factors in hiring entry-level graduates. Whereas government is confronting to match talent with jobs despites number of programs to support recent graduates who cannot find a job. The skills mismatches between recent graduates and employers' demands are the main driver of graduate unemployment (World Bank TalentCorp, 2014). This occurs probably due to the mismanagement of talent in a particular company. Apart from that, the strategy regarding employability when hiring entry-level graduates hence retain that talent in a company eventually seems ambiguous and confusing graduates. As evidence, 81% of respondents have major lack of communication skills, followed by creative/critical thinking (56%), and problem-solving proficiencies (49%). Meanwhile, 40% of Malaysian firms reported not being able to fill positions due to deficiencies of skilled workers (World Bank TalentCorp, 2014).

Another common issue in Malaysia concerning graduates employability is even at the recruitment stage, companies and universities do not always collaborate in expose graduates with entry-level opportunities. A survey by World Bank (2014) affirmed that, 34% of respondents have never approached universities to employ candidates, nor been approached by universities to fit graduates into entry-level positions. While pay levels could be relevant in specific sectors, many companies claim they afford to pay more for graduates with the right skills. It can be said that, employers are willing to pay a premium for talent equipped with soft skills. About 75% of companies have introduced premium graduate programs to recruit top entry-level talent, in addition to existing general graduate programs. According to the survey, 43% of companies paid premium entry-level graduates between RM3,000 and RM5,000 a month. It shows that, employers are willing to pay a premium for soft skills (World Bank, 2014). In addition, universities cannot produce graduates who are ready for the workforce unless they develop a clear, accurate understanding of what firms are looking for in entry-level employees and incorporate these requirements into the course curricula, teaching and assessment methods, or other means. The skills mismatch is exacerbated by the lack of communication between universities and firms on how to develop employable graduates.

This study carried out with Company X management staff to identify areas of focus in relation of graduate employability. The purpose of this study is to understand the trends of HR strategy regarding graduate employability also the perceived quality when hiring of technical graduates from the perspectives of employers. The technical graduates refer to talent with engineering or information technology education background qualification.

## 1.2 Problem Statement

Graduates unemployment fell to pre-crisis low as economy in Malaysia still requires increasing numbers of skilled workers to be executant in manufacturing and services sector. The informal sector work force survey report by Department of Statistics Malaysia affirmed that, in 2017, there were 1.36 million employed persons in the informal sector comprising 9.4 per cent share of the total employment in Malaysia. Another issue turned up is the perceived quality that measures graduates employment which is the matching of talent qualification with position vacant in a company. Currently, people who have attained higher education are having trouble in hunting a job that

equivalent with qualification. Plus, employers' perceptions of the employability skills of fresh graduates need to take into account since they valued graduates employability differently.

Besides, from the preliminary observation in one of private engineering company in Ayer Hitam, it was found that there is quite high number of staff alternating in a short period and voluntary turnover. It became worried when these occurs among management level. It is not a good sign if talent chooses to leave an organization especially he/she is in the level of top management. In addition, some of the staff has qualification inequalities with current position job skill needed. It probably knowledge wastes for graduates with technology and engineering education background to get involved in unrelated job post just because of talent disparity with job due to the mismanagement of talent. Plus, the company has many internal factors contributed why they need to reject candidates during recruitment despite any skills candidates afford to offer. In observation, the company opens a job vacancy, but there is no talent recruited for particular position for real. Otherwise, there is workforce required to lessen workload but the company refuse to recruit new talent. But then, the management encourages staff to do multitasking. Question why, is it enough staff in current management? Why the firm encourage overload multitasking instead recruit new staff?

That is why it is important for graduates to understand what the current talent management strategies and practices regarding talent employability hence retain that talent in a particular company. Therefore, graduates will know the employability through the lens of employer based on education background. Education system in Malaysia is working now leading in Science, Technology, Engineering and Mathematics (STEM) where technology and engineering became an important element of teaching and learning. These two elements require hands-on task application in job posting for particular industry. It probably a time and knowledge wastes for graduates with such education background to get involved in unrelated job post just because of talent disparity with job due to the mismanagement of talent. The mismanagement of talent sometimes may occur due to bias or tainted practices in internal human resources management (Bell, 2006). Therefore, graduates need to understand the company Human Resources Development (HRD) strategy related with employee engagement hence what determines a company preserve the talent despite any turnover issues occurred. The Human Resources (HR) strategy refers to the HR decision making to ensure talent utilization needed in a particular company (Bagga & Srivastava, 2014). It involves HR policies and practices related to planning, motivating, forecasting, retaining and exiting employees consistent with company strategic direction. Hence, this study aims to explore the HR strategy regarding graduate employability and provide several guidance on graduate employability attributes required for graduates and developmental activities for employer.

### 1.3 Research Questions

The research questions in this study were developed as follows:

- (i) What is the current status of Human Resource Development strategies on graduate employability?
- (ii) What is the graduate employability attributes recommended by organization function?
- (iii) What are the developmental activities recommended by organization to support on graduate employability?

### 1.4 Research Objectives

Following are the objectives in this study:

- (i) To identify the current status of Human Resource Development strategy regarding graduate employability.

(ii) To suggest guidance on graduate employability attributes required for graduates.

(iii) To suggest guidance on graduate developmental activities for employer.

### 1.5 Significance of Study

Findings from this study conducted add important value for researcher, practitioner and policy makers. This study benefits other researcher as additional knowledge in employability research. It is useful for researcher to do further research in antidote of graduate employability issues and how to market graduate in the industry. Result of this study is useful for graduates with technology and engineering education background who are actively looking for employment. These findings will assist graduates to make appropriate decision when consider the employer demands and expectation that fit with skills capability. Findings from this study will benefits employer in relation of HRD strategy that suitable to employ. In addition, it gives different insight for management to support on employability enhancement executed within an organization through workplace learning initiatives.

### 1.6 Scope of Study

This study applied qualitative research approach and interview session as medium to collect data. This study chooses Company X, branch Ayer Hitam as organization case study. The study involved 12 people from management level from all departments available using purposive sampling technique. The data were expected to be collected during semester break and ongoing until the information is enough to cater the study purposes. An appointment is necessary before interview session carried out at the company located. The information collected will be from perspectives of management to get insight what is the company HRD strategy regarding graduate employability.

## 2. Literature Review

### 2.1 Human Resources Development Strategy

Human Resources Development (HRD) was accustomed in order to resolve work problems relevant to performance and under performance (Acton & Golden, 2003; Goldstein & Ford, 2002; Paprock, 2006). HRD is a function within HRM that concerned with training and development of employees (Stokes, 2013). HRD refers as those endeavors attempted by associations to guarantee that workers are decidedly ready to embrace the duties and develop into suitable vocations, thereby adding value to the efficiency and administration of an association, the inspiration and execution of companions and the achievement of the general vision of the formative organization (Geraldine, 2015).

According to a report by Department of Public Service and Administration, Republic of South Africa, there are four pillars of HRD strategy which are 1) Capacity Development, 2) Organizational Support Initiatives, 3) Governance and Institutional Development also 4) Economic and Growth Development. One of the pillars that related to employee engagement is organizational support initiatives. Organizational support initiatives refer to those operational aspects of the organization upon which a holistic HR function is dependent (Geraldine, 2015). It needs to be strengthened in order to add value to proper human capital formation and utilization in public organizations (Geraldine, 2015). The organizational support initiatives caters the strategic planning in the area of 1) Ensuring the adequacy of physical and human resources and facilities, 2) Career planning and talent management and 3) Mobilization of management support.

For career planning and talent management strategy, Doug (2011) asserted that, HRD is responsible in giving profession way data to its workers to clear up what occupations are accessible inside the organization, the pay ranges related with those employments, and the abilities required

being successful in them. Carmeda (2013) highlighted that, the role of HRD may need to be extended to incorporate helping representatives comprehend the association's position on being employable, why employability upgrade is so significant, and how, to a huge degree, it is their obligation to oversee. For instance, a greater focus could be placed on assisting employees with developing competencies in self-evaluation and self-promotion. For ensuring the adequacy of physical and human resources and facilities strategy, the role of training must be complementary to education, and this complementarity needs to be built upon in the next decade (Lowden, Hall, Elliot, & Lewin, 2011). This will ensure the education, training and even retraining becomes one long and steady succession of ventures towards making a learned, exceptionally talented and trainable workforce that will most likely address the issues of a dynamic and quality-oriented labor market (Doug, 2011).

This strategy for human resource development couldn't emerge if the private division, which is the primary customer of aptitudes and work, does not partake adequately in the expressed the training procedure (Lowden *et al.*, 2011). For mobilization of management support strategy, Geraldine (2015) suggested that organization are as yet thinking about the operationalization of their obligation regarding employability upgrade, frequently because of asset constraints and external factor such as the economy and labor market. These factors may contribute to organization uncertainty in clearing up, or making unequivocal, what it sees as employer versus employee commitments for employability. Findings from Stokes (2013) affirmed that, HRD may need to assist the organization with recognizing its job in the employability condition, imparting what representatives are relied upon to add to the business contract and what they can hope to get consequently, and creating procedures for satisfying its duty to give openings that may upgrade worker employability.

## 2.2 Talent management

Talents describe an individual who have the specific skills, knowledge, capability and experience to fulfill the current and oncoming demands of companies (Bhatnagar, 2007). Talent is essential for survival of an organization (Beheshtifar & Zare, 2012). Talent management is the central aspect of many Human Resource strategies in managing valuable talent in delivering organizations goals and target (Lim, Phang, Foong, S'ng, & Tiong, 2015). Lewis and Heckman (2006) identified three types of conceptualizations of talent management which are 1) a collection of typical human resource department practices or functions, 2) talent pools or flows of employees into jobs in an organization or 3) a generic perspective on talent that focuses on either high-performing and high-potential employees or talent in general. According to Heinen and O'Neill (2004), talent management is associated with a set of typical HRD practices or functions, such as recruitment, training, and development. For instance, Creelman (2004) had defined talent management as the process of attracting, recruiting, and retaining talented employees.

## 2.3 Graduate employability

Cai (2012) in consistent study by Lowden *et al.* (2011) defined employability as a lot of accomplishments, abilities, understandings and individual traits that make graduates bound to pick up business and be effective in their picked occupations, which benefits themselves, the workforce, the network and the economy. Study by Stokes (2013) cited the concept of employability as includes the degree to which individuals have those abilities, properties, practices, and qualities to find and remain in the sort of work they need. Rothwell (2007) in consistent study with Thijssen, Van der Heijden, and Rocco (2008) and Heijden (2009) cited there are varying definitions and categorizations of employability skills also different conceptualizations and operationalization of the term employability. Yorke (2004) noted that the balance between, and significance of, every employability component will fluctuate for gatherings of people, contingent upon their relationship to the labor market. Therefore, employability relates to an individual's long-term capacity to build a career and to prosper in a labor market (Stokes, 2013).

Talent is one's nature aptitude or skill. Graduate employability refers as one's capability and commitment towards work after graduated. Palanichamy and Veeramani (2013) cited 11 attributes of personal employability which are ability to deal with pressure, adaptability, commitment, common sense, enthusiasm, honesty, loyalty, motivation, personal presentation, positive self-esteem and sense of humor. Clarke and Patrickson (2008) discussed five assumptions related to employability which center on the idea that employability is primarily the individual's responsibility, individuals have the desire and capacity to manage their employability, the organization's role is to provide opportunities to enhance employability, and employability is a forerunner to employment.

Palanichamy and Veeramani (2013) cited eight aspect of what employer valued graduates employability. The elements shows talented graduates should equipped with the ability to work independently & team spirit, communication, learning, initiatives & enterprise, planning & organizing, problem solving, self-management and technology skill. Lowden *et. al.* (2011) in the study of employers' perceptions of the employability skills of new graduates reported that there are characteristics, skills and knowledge and intellectual capability elements that are required for specific roles. The characteristic are team working, problem solving, self-management, knowledge of the business, literacy and numeracy relevant to the post, ICT knowledge, good interpersonal and communication skills, ability to use own initiative but also to follow instructions, leadership skills where necessary. CBI (2007) outlined employability skills as positive attitude which are self-management, team working, business and customer awareness, problem solving, communication and literacy, application of numeracy also application of information technology.

### 3. Research Methodology

#### 3.1 Research Design

A qualitative approach is used to carry out this study. Qualitative research assumes that the researcher is an integral part of the research process. Qualitative methodologists, Janesick (2004) and Merriam (2002) affirmed that the qualitative researcher may gather information by methods for inspecting archives, watching conduct, and talking members. The researcher is the key instrument in the examination procedure. This approach is suitable with the small number of samples as this research only need a small number management people as respondents.

The unit of analysis is individual level. The population used in this study covers a group of management staff from different department at one private engineering company in Ayer Hitam, Johor. There are 111 of them in total. Janesick (2004) and Merriam (2002) noted that it is important to select a sample from which the most can be learned. Therefore, the sample size used in this study is expected at least 12 staffs until the data is saturated that will be selected as respondent to answer open-ended questions asked during interviews. The sample is targeted on management people to gain insight from management perspectives in relation of HRD strategy and talent employability. Individuals were selected to participate based on the following criteria:

- (i) Management staff (regardless any department)
- (ii) Currently hold management related position focusing on strategic planning in areas of organizational development
- (iii) Possesses knowledge of the topic and issues central to the study, including a basic understanding of the construct employability (and its operationalization in the workplace)
- (iv) Expresses a willingness and ability to participate in the interviews

#### 3.2 Data Collection

Qualitative data is gathered through face-to-face interviews with selected respondents. The questions were made based on the research framework and theme. The background of interview questions was adapted from Stokes (2013). Some questions are taken directly without changes and some are slightly altered to reflect the purposes in this study. Interviews were originally scheduled to last for one and half hour. In total, 18 hours of interviews were undertaken with twelve respondents including the leader of quality control, human resource executive, sales officer, engineer, senior human resource, quality control inspector, junior quality control, production, production coordinator, procurement assistance, senior welder, and admin executive. This is shown in Table 1. Each interview has been recorded and copied verbatim and is recorded.

**Table 1: Details of interview**

No	Name and Position	Department	Interview Session	
			Frequency	Duration (Hours)
1	Leader of Quality Control	Quality Control	1	1.5
2	Human Resource Executive	Human Resource and Administration	1	1.5
3	Sales Officer	Marketing	1	1.5
4	Engineer	Research & Development	1	1.5
5	Senior Human Resource	Human Resource and Administration	1	1.5
6	Quality Control Inspector	Production	1	1.5
7	Junior Quality Control	Logistics	1	1.5
8	Production Coordinator	Production	1	1.5
9	Procurement Assistance	Procurement	1	1.5
10	Senior Welder	Warehouse	1	1.5
11	Senior Welder	Research & Development	1	1.5
12	Admin Executive	Human Resource and Administration	1	1.5
<b>TOTAL</b>			<b>18</b>	

### 3.3 Data Analysis

For data analysis, this study used thematic analysis. Thematic analysis is a method for identifying, analyzing, and reporting themes within data. Basically, it will organize and describes data set in more detail (Braun & Clarke, 2006). Braun and Clarke (2006) have been introduced six step-by-step guidelines in interpreting data from interview. These guidelines includes a) familiarizing yourself with your data, b) generating initial codes, c) reading throughout each transcript to become immersed in the data, d) reviewing themes, e) defining and naming themes and f) producing the report. The responses and answers gained from the interviews are analyzed based on the objectives of this research. This study uses process of open coding developed by Creswell (2007) to categorize information to determine the attributes and category labels that fit the data collected. The same steps are using to analyze the remaining questions. The responses analyzed from the respondent must be related with the research questions.

## 4. Results and Discussion

### 4.1 Results

#### (a) Analysis of Current of Human Resource Development Strategy (HRD) Regarding Graduate Employability

In this section, the interview question ‘In your opinion, what are the trends of HRD strategy regarding graduate employability?’ and ‘What is the policy of company in hiring graduates?’ were asked to respondents to gain the information about current HRD strategies in the company. The HRD strategies are categorized as ‘Working experiences necessary’. If the respondents mention ‘working experience’ or ‘experiences’, it means the respondents are thinks that experiences is the current trends element needs to consider by HR regarding graduate employability when make strategic planning. The policy of company in hiring is categorized as ‘Adequacy/inadequacy of human capital’. Meaning that, HR is responsible to ensure the adequacy/inadequacy of human capital in the company by spread the news of job vacancy in the department when needed. If the respondents mention ‘job vacancy’ or ‘position vacant’ in the department, it means the respondents are thinks that job vacancy available in the department is the important element of hiring policy in the company. Overall, Table 2 shows 1 out of 12 respondents thinks that HRD only responsible as source to recruit new employee, no other side role. The rest of 11 respondent thinks that HR is responsible to consider working experiences when make strategic planning regarding graduate employability. Meanwhile, 3 out of 12 respondents were not sure what their company policy when hiring. The rest of 9 respondents think that job vacancy in the department is the element consider in company policy when hiring. It can be concluded that 11 out of 12 of the respondents stated that working experiences considered as important elements in when make decision in graduate employability strategy, while 9 out of 12 respondents stated that HR is working on ensuring the adequacy/inadequacy of human capital in the company by spread the news of job vacancy in the department when needed.

**Table 2: Current HRD strategy**

No.	Current Trends of Human Resource Strategy	
	Q: In your opinion, what are the trends of HRD strategy regarding graduate employability? Working Experience Necessary	Q: What is the policy of company in hiring graduates? Adequacy/Inadequacy of Human Capital
R1	Only responsible as source to recruit new employee. No other side role.	When there is position vacant, so there will have <b>job vacancy</b> .
R2	Normally will only recruit staffs that have <b>experiences</b> rather than fresh graduates.	<b>Job vacancy</b> depends on vacant in the department.
R3	Hiring employees with <b>experiences</b> and basic knowledge of company.	<b>Job vacancy</b> .
R4	Reaching out graduates with previous working <b>experiences</b> /internship on being able to demonstrate problem-solving technique.	<b>Position</b> and ability suitability.
R5	Hiring employees with suitable qualification and also <b>experiences</b> .	<b>Position vacant</b> .
R6	Will look for employees <b>working experiences</b> when hiring	<b>Position availability</b> .
R7	Not sure. But need <b>working experiences</b> factor when hiring fresh graduates.	<b>Job vacancy</b> .
R8	Basic factor when hiring is employees must have at least <b>working experiences</b> also skills.	<b>Job vacancy</b> .
R9	Not sure. <b>Experiences</b> I think.	Not sure.



R10	Not sure. <b>Experiences</b> maybe.	Err... I'm not sure, I don't know.
R11	Need <b>working experiences</b> even position applied is not equivalent with employees qualification has.	<b>Position vacant</b> in the department.
R12	HR thinks qualification and cleverness does not guarantee graduates know how to do work but <b>experiences</b> are.	Not sure.

b) *Analysis of Graduate Employability Attributes Required For Graduates*

In this section, the respondents were been asked ‘Describe the key attributes/skills of graduates that you perceive to be highly employable within your organization’. To be summarized the answers provided by respondents, there are five key attributes/skills of employees that perceived to be highly employable within organization which are ‘Responsible, Communication skill, Information and communications technology (ICT) Exposure and Knowledge, Problem-solving Thinking and Teamwork’ as shown in Table 3. Overall, the results show that 3 out of 12 respondents asserted that responsible are the key attributes/skills of employees that perceived to be highly employable within organization. 3 respondents asserted that communication skill is the key attributes/skills of employees that perceived to be highly employable within organization. 6 respondents asserted that ICT exposure and knowledge is the key attributes/skills of employees that perceived to be highly employable within organization. 4 respondents asserted that problem-solving thinking is the key attributes/skills of employees that perceived to be highly employable within organization. 4 respondents asserted that team work is the key attributes/skills of employees that perceived to be highly employable within organization.

**Table 3: Graduate employability attributes required**

No.	Graduate Employability Attributes				
	Responsible	Communication Skills	ICT Exposure and Knowledge	Problem-Solving Thinking	Teamwork
R1	√			√	
R2	√		√		
R3			√		
R4				√	
R5					
R6			√	√	√
R7	√				√
R8		√	√		√
R9		√			
R10				√	
R11		√	√		√
R12			√		
<b>Total</b>	<b>3</b>	<b>3</b>	<b>6</b>	<b>4</b>	<b>4</b>

c) *Analysis of Graduate Developmental Activities for Employer*

In this section, the question ‘What are examples of developmental activities you expect your new employees to engage in to remain employable?’ and ‘Describe examples of developmental opportunities your organization currently offers new employees to remain employable’ were been asked to the respondents. The respondents’ answers for the graduate developmental activities provided by employer can be categorized into four which are ‘Motivational Program, Training and

Development Program, Financial and Non-Financial Opportunity, and Performance Appraisal’ as presented in Table 4. The findings showed that 3 out of 12 respondents stated that the company has provided motivational program as developmental activities effort for employee to engage with. 9 respondents stated that the company has provided training and development program as developmental activities effort for employee to engage with. 6 respondents stated that the company has provided financial and non-financial opportunity as developmental activities effort for employee to engage with. 3 respondents stated that the company has provided performance appraisal as developmental activities effort for employee to engage with.

**Table 4: Graduate developmental activities**

No.	Graduate Developmental Activities			
	Motivational Program	Training and Development Program	Financial and Non-Financial Opportunity	Performance Appraisal
R1	√	√		
R2		√		√
R3		√	√	
R4		√		
R5	√	√	√	√
R6	√			
R7		√		
R8			√	
R9			√	
R10		√		√
R11		√	√	
R12		√	√	
<b>Total</b>	<b>3</b>	<b>9</b>	<b>6</b>	<b>3</b>

#### 4.2 Discussions

In identifying the current HRD strategies, this study found that majority of management staffs agreed that working experience is the main criteria for graduate employment in the company. This findings is consistent with Evans *et al.* (2015) which stressed that work experience is important to employers as an indicator of the graduate’s readiness for employment. Additionally, employers identified work experience as an add value and increase maturity for graduate in developing them wider range of employability skills and acquiring broader life experience as compare to those graduates without working experience (Evans *et al.*, 2015). According to Billet and Ovens (2007), related work experience with a chosen-career during interview is seemed as a main insight and provide preliminary guarantee for the employment’s readiness.

In analyzing the graduate employability attributes required for graduates, it was found that ICT Exposure and Knowledge skills are considered one of the most important requirement for graduate employment. This is supported by the study of Freeman (2002), OECD (2012), Bello, Shu’aibu, Saud, and Buntat (2013), and Metilda and Neena (2017) who found that the effect of ICT exposure and knowledge on the graduate employment in organization. These studies demonstrated how ICT transforms organization practices across all sectors of the economy and also indicated the new skills required to develop new technologies and new innovations occurring in the "knowledge-based" world of work. The availability of digital technology nowadays could further contributes to the achievement of certain skill levels and different process skills with increased graduate learning capacity and improved academic system efficiency (Metilda & Neena, 2017).

Besides that, the second important attributes found in this study is problem-solving thinking and teamwork. As stressed by Suarta, Suwintana, Sudhana, and Hariyanti (2017), problem-solving and decision making are one of employability skills that is very important and needed for organization and life which also directly contribute to productive outcome. Hence, graduate today should have problem-solving skills in order to compete with others in searching a job. Moreover, Suarta *et al.* (2017) added that teamwork is also a key requirement in majority organization and it became critical element of workplace success. It is been notable that the capability to work with others excellently and the ability to build good relationship and teamwork between colleagues are deemed very important work-readiness skills (Crawford, Lang, Fink, Dalton, & Fielitz, 2011; Griffin & Annulis, 2013). Teamwork skills also can contribute to productive working relationships and outcomes (Suarta *et al.*, 2017).

Next, in analyzing graduate developmental activities for employer, major of the respondents claimed that the company has provided training and development programs and other side benefits for employees who further study as the examples of developmental opportunities currently the company offer for employees to be remained employable. This is line with Zahra, Iram, and Naeem (2014) who claimed that employee training program is a very effective developmental program to change and control workforce skills in accordance with the objectives of the organization and increase the whole performance of the organization. Thus, it is important to focus on employees' performance as it usually give high impact to organization's performance by providing them related training in turn to increase their job motivation, satisfaction and commitment (Zahra *et al.*, 2014). Likewise, Bashir and Jehanzeb (2013) also supported that systematic training and developmental program for the employees will lead to important benefits for individuals and organization such as increase organization profit and increase competitive in the job market.

Major respondents also expected that the employee should put much effort during working to grab financial and non-financial rewards to be remained employable in the company. This finding is consistent with Laakso (2012) and Rakshana and Gaffoor (2014). However, these studies found that non-financial rewards has a greater impact on employee performance rather than financial rewards. These studies also concluded that employer should manage this type of developmental program systematically by providing efficient financial rewards such as pay, bonus and benefit, and also more organized system of non-financial rewards such as security needs, social needs, self-esteem needs and self-actualization needs. These rewards or motivation should be provided and fulfilled by employees consistently in order to improve their performance.

## 5. Conclusion

For this research, it was found that major of management staffs that have been interviewed are agree that HR is responsible to consider 'Working experiences necessary and 'Adequacy/inadequacy of human capital' is the important element consider as trends in HR strategy regarding graduate employability. The finding also demonstrated that management staffs agree that 'Responsible, Communication Skill, ICT Exposure and Knowledge, Problem-Solving Thinking and Teamwork' are the key attributes/skills of talent that perceived to be highly employable. Besides, the findings also concluded that 'Training and Development Program' and Financial and Non-Financial Rewards were the main effort of the company to provide developmental activities as talent employability strategy.

Talent employability is a popular issue among the graduates, researchers and government. Findings from this study conducted add important value for researcher, practitioner and policy makers. This study benefits other researcher as additional knowledge in employability research. It is useful for researcher to do further research in antidote of graduate employability issues and how to market graduate in the industry. Result of this study is useful for graduates with technology and

engineering education background who are actively looking for employment. These findings will assist graduates to make appropriate decision when consider the employer demands and expectation that fit with skills capability. Findings from this study will benefits employer in relation of HRD strategy that suitable to employ. In addition, it gives different insight for management to support on employability enhancement executed within an organization through workplace learning initiatives.

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