

**ENHANCING EMPLOYABILITY SKILLS AND STRATEGIES FOR DYNAMIC JOBS****Dr. Ashu Tomar**

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**ABSTRACT**

The concept of employability, which refers to the skills, knowledge, and traits that assist individuals in locating and maintaining work that is satisfying to them, is an essential one in the contemporary labor force. As the labor market continues to evolve as a result of technology advancements, globalization, and altering economic landscapes, it is imperative that individuals who are looking for work, educators, employers, and legislators all have a solid understanding of the factors that contribute to employability. In this study, the important components of employability, the challenges that individuals face while attempting to improve their employability, and the strategies that are utilized to close the employability gap in a labor market that is increasingly competitive and fast-paced are all investigated. The objective of this research project is to investigate the employability skills that recent management graduates possess and to find out what companies in Madhya Pradesh, India, are observing about these skills. The important qualities and competencies that assist individuals in securing and maintaining employment are referred to as employability skills among individuals. Governments and educational institutions need to have a comprehensive awareness of the thoughts of businesses regarding the skills that are required for the workforce in order to ensure that their efforts are in line with the expectations of the industry.

**Keywords:** Skills, Employability Skills, Management Students**INTRODUCTION:**

Since they promote the transfer of knowledge, learning, student assessment, and job placement, higher education institutions (HEIs) are crucial for raising the quality of education in Indian colleges and universities. This is because such institutions facilitate the transmission of knowledge. The goal is to provide new graduates with the knowledge and skills they require to be successful in their academic pursuits as well as in their professional lives. The talents and aptitudes of college and university students are essential to the success of higher education institutions. These abilities can be cultivated with the assistance of industry (employers) and academics (faculty/teachers). The employability abilities of recent management graduates are currently being thoroughly researched and evaluated through the utilization of empirical models. As a consequence of this, a significant amount of work is being put into this endeavor.

## **STATISTICS ON HOW EMPLOYERS VIEW FRESH COLLEGE/UNIVERSITY STUDENTS AND THEIR EMPLOYABILITY SKILLS.**

### **➤ Fresh Management Graduates /Students Entry into Work Life (Corporate World)**

The huge and young population of India offers a plentiful reservoir of human capital, which is a substantial contributor to the demographic dividend that the country enjoys. HEIs are obligated to seize this opportunity and conduct themselves in a proactive manner. The corporate and industrial world, which is still expanding on a global scale, offers assistance to its employees by providing financing for executive programs and training in order to identify exceptional individuals who are capable of enabling them to better their working circumstances.

According to Hart Research Associates, employers place a larger value on inter-disciplinary skills than they do on a student's choice of major or specialization throughout their undergraduate or graduate studies. This is because employers recognize the significance of cross-disciplinary abilities in determining overall career success. Instead of focusing on students who achieve exceptional academic performance or who pass their classes with distinction, businesses may choose to target their attention to students who are in their first year of schooling, sometimes known as freshmen. It is possible for these susceptible minds to harbor apprehensions and unspoken worries regarding the process of transitioning to the new environment of college. Return on Investment (ROI) analysis is a tool that is utilized by corporate facilitators in order to evaluate the value of the training that students receive. Businesses stand to benefit more by determining the ROI of their learning efforts. Nevertheless, measuring return on investment (ROI) in an educational setting is challenging due to the fact that learning outcomes may not manifest for years. Taking all of these factors into consideration, high-level executives in businesses could be cautious to think that the training that recently graduated employees got will result in financial benefits. On the other hand, the Employer Engagement Guide emphasizes how important it is to schedule particular time for businesses to interact with students through courses and activities such as enterprise days and work experience. Students have the ability to overcome the challenges that come with being newcomers by creating a balance between the academic curriculum they are following and the real-life aspects of their studies. This can be accomplished by simultaneously obtaining a degree and gaining practical experience in the business field. These days, there is a significant emphasis placed on the partnership that exists between the business world and the academic world, as well as the significant part that companies play in the educational process at the college or university level. In addition to serving as visiting or adjunct teachers, business leaders also participate in the Board of Studies (BoS) and contribute to the development of educational programs that provide students with the skills necessary to be successful in the workforce. In contrast to the usual business schools and organizational chambers, the process of success preparation takes place outside of these settings. Educational institutions, which are the primary means of providing high-quality education and the competencies required to gain positions in the corporate sector, are the beginning point where it is possible to successfully initiate

this endeavor. Because of this, the business community needs to restrict its hiring procedures to educational institutions; it is important to note that this should not be confused with interviews conducted on campus.

➤ **Companies excel in industry-academia partnerships to enhance students' employability skills.**

The authors Shirley Gibbs et al. (2011) emphasize the necessity of industry/companies and educational institutions talking about the skills that employers are seeking for in graduates. When employers are able to bridge the gap between their expectations and the skills that new employees should possess, they are better able to express the specific characteristics that they are seeking for in new employees. Students have the opportunity to become familiar with the corporate culture that is prevalent in the business sector as a result of the interactions that corporate executives have with academic institutions. According to Nye Cominetti (2013), there should be a system that is both practical and effective for integrating fresh graduates into workers. According to the author, establishing connections with businesses while a student is still enrolled in classes can significantly improve the student's prospects of securing employment and can also increase the student's prospective earnings when they graduate.

This goal can be accomplished by the implementation of a variety of programs and initiatives, such as career days, job experience, mentoring, and other similar programs. Young people have the opportunity to gain a better awareness of the requirements and requirements of the workforce if they actively engage with firms while they are still in school. Several pieces of writing authored by Kevin Lowden (2011) suggest that it is of utmost importance to cultivate and strengthen partnerships between companies and higher education institutions (HEI). Specifically, he emphasizes how vital it is for companies to have a more active role in the formulation of employability strategies and policies for higher education institutions. The objective of this strategy, which is referred to as "meaningful employer participation," is to enhance the collaboration between HECs and employers.

Learner First (2012) places a strong emphasis on the significance of developing a comprehensive curricular framework that is founded on the most effective practices in the industry. This can be accomplished by providing students with the opportunity to gain first-hand experience of the working environment or by inviting representatives from businesses to visit educational institutions. Through this collaboration between the business world and the academic world, employability skill development will be approached in a more realistic manner. It is emphasized in the Employer Engagement Guide (2014) how important it is for students to visit businesses that are not associated with their academic environments. By participating in these trips, which also involve site excursions, students will have the opportunity to expand their understanding of the variety of job opportunities that are available through corporate firms. An investigation into vocational education in China was carried out by Xu Ying (2009), who also provided a critical

analysis of the existing teaching methods, stating that these methods are preventing the reform of vocational education. Within the realm of vocational education, the majority of trainers are comprised of both theoretical and practical approaches. Theoretical trainers usually lack experience about practical training, in contrast to practical trainers, who may have difficulty with training technique and psychology.

In order to ensure that the strategy is successfully implemented, it is very necessary for the institutions themselves to take the initiative. Kewin Lowden (2011) proposes that higher education institutions (HEIs) might need to begin creating relationships with employers in order to be successful. Rather than perceiving company participation on higher education institution committees as merely symbolic, the article recommends that academic staff members actively listen to the criticism that firms provide regarding the design, content, and delivery of courses offered by the institution. The employers Those Expectations of Students Capabilities that are employable When it comes to their employees, employers have a fundamental expectation that they possess a specific set of abilities. According to the findings of the Education and Skill Survey conducted in 2011, businesses acknowledge that it is their responsibility to provide their employees with training that is specific to their jobs. However, they also anticipate that young people who are entering the workforce will possess fundamental skills such as reading, mathematics, and other employability skills that are more universal in nature. The fact that they possess these core attributes enables them to work effectively right from the beginning of their professional lives. Additionally, employers are concerned about skill gaps, which have a direct impact on the operations of the company and have an impact on the productivity of staff members in terms of literacy and numeracy requirements. According to Nicholas Burnett and other authors in 2012, employers believe that the theoretical information that is given in classrooms is insufficient on its own. They call it the "tip of the iceberg." There are many more. They emphasize the fact that companies search for a combination of technical and non-cognitive skills, depending on the type of business they are working with. The framework of educational institutions' curricula should be built with employer expectations interwoven into the communication between educators and employers in order to find a solution to this problem.

In the event that this was not done, employers would be unable to achieve the required skill criteria. According to the European Centre for the Development of Vocational Training, or CEDEFOP (2014), businesses commonly consider graduates to be unsuitable for available positions despite the fact that they possess outstanding qualifications. This is due to the fact that they lack the requisite skills. It has been argued that educational systems are responsible for the transmission of skills that are still applicable to the demands of industry from the past, rather than providing graduates with the capabilities that are necessary for the workforce of today. In her article from 2014, Nidhi Shrivastava discusses the role that management schools play in the growing number of educational institutions that offer management education to young people. There is a shortage of employable applicants among job seekers, and businesses frequently express their discontent with this state of affairs. According to Tristram Hooley (2021), businesses and employer

associations are aware of the significance of schools providing children with the opportunity to contemplate their futures and to obtain guidance and aid in order to achieve their objectives.

In terms of the development of skills, employers are now holding themselves to greater standards. It is becoming less popular to embrace the antiquated view that employers should be dedicated to their employees, retain them for extended periods of time, and provide a secure pension upon retirement. As stated by Jason Alba (2011), throughout the course of history, a significant number of individuals have avoided discussing the topic of employees directing their own careers. This shift in perspective highlights how important both intrinsic and extrinsic motivation are to the entire development of an individual when it comes to their career. It sends a subtle message to those who have a stake in education that it is necessary to incorporate these components into training programs. This is because the majority of organizations now anticipate that newly hired employees will possess specific knowledge, abilities, and desired characteristics. They do not consider employability to be a finished product; rather, they consider it to be a condition of readiness among graduates.

Credentials are currently regarded as nothing more than the word "sugar" printed on a piece of paper, and thus, the way stakeholders view education needs to be altered. The attendance records of a student in a school are nothing more than official records of the student's attendance. According to Padmaja's research from 2010, which emphasizes the fact that qualifications are not the only elements that determine employability, this viewpoint is compatible with the findings of the original study. The qualifications account for forty percent of the total, while the remaining sixty percent is comprised of abilities and attitude. Employers have voiced their concern on the lower level of English language proficiency exhibited by recent graduates, which is noted in the Blue Print. Even if they have excellent credentials, graduates from the local area are not able to converse effectively in English.

The process of developing employable skills is characterized by gender inequalities, according to the findings of a study conducted by Louise Gracia in 2019. Regarding this particular issue, pupils are not provided with the essential guidance or preparation. The majority of students take a compliance attitude and adhere to the established gender norms, which is the primary reason why gender inequity continues to exist. As a consequence of this, a significant number of students experience a decline in their self-confidence as they lower their expectations of achieving success and their impression of their own employability. It has been brought to light that gender concerns are underrepresented in higher education institutions, and that this underrepresentation does have an impact on the development of employability.

An investigation conducted by Chia-Hsiu Tsao in 2017 revealed that there is a significant correlation between motivational orientation and English proficiency, as well as between motivational intensity and various learning channels. According to the findings of the study, students who were found to have higher levels of motivational intensity were also more likely to

have higher levels of motivational orientation. When students have a higher degree of skill, it is often easier for them to acquire this mindset, which is typically achieved through independent study.

### **OBJECTIVE OF THE STUDY**

1. To study enhancing employability skills and strategies for dynamic jobs.
2. To enhance employability to meet the demands of the evolving job market.

### **RESEARCH METHODOLOGY**

Within the scope of this paper, an analytical and empirical approach is utilized. An in-depth understanding of the study may be obtained by doing a literature review, which also serves as the basis for employing a model to evaluate how employers evaluate the employability abilities of students because it provides the foundation for the model. A questionnaire was developed in order to collect respondents' feedback on the employability abilities of college students from businesses as well as hiring and human resources managers. The data of 282 participants were collected through the use of a technique known as practical sampling. The information that was acquired was subjected to statistical analysis with the help of a structural equation model in order to study how employers and HR managers evaluate the employability skills of employees.

### **DATA ANALYSIS**

The primary objective of this research is to build an empirical model that evaluates the employability skills of college students from the perspectives of recruiting directors and human resource managers as well as employers. A number of factors are investigated in this study, including:

### **AN EMPIRICAL MODEL OF HIRING/HR EMPLOYEES' IMPACT ON FRESH MANAGEMENT GRADUATES' EMPLOYABILITY**

It is claimed by employers and hiring/human resources managers that they are able to establish strong connections with students during the process of recruiting and selection. They employ a large number of recent graduates in order to increase the number of skilled individuals in their pool. A researcher has made the discovery that, from the perspective of human resources, the employability abilities of students are dependent on 15 essential competencies. This discovery was made in an effort to determine the ideal model for human resource managers to use in the process of talent acquisition. Prior to permitting students to begin employment with the organization, human resources executives ensure that each of these fifteen competencies has been thoroughly evaluated. On the other hand, there are a great number of factors that are considered to be independent variables. These factors include the nature of the organization, the title of the

employers, and the frequency of hiring. On the other side, the dependent variables consist of the judgments of recruiting and HR managers regarding the HR competences that are necessary for the employability of students.

In this particular instance, the researcher utilized a structural equation model in order to develop a model that, from the perspective of human resources workers, shows the employability skills of students. Within the framework of this model, the designation, the frequency of recruitment, the kind of organization, and the technique of recruiting are considered to be independent factors. However, the remaining 15 variables are considered to be explanatory variables. A linear multiple regression analysis as well as a confirmatory factor analysis are both utilized in the structural equation model. On the basis of the responses of human resource managers or employers, the 15 variables are regarded to be observable factors. On the other hand, the employability skills that are required of students are deemed to be an unobserved factor. When seen from the perspective of human resource managers, these 15 criteria provide an accurate assessment of the employability skills of students. The evaluation of these attributes is influenced by a variety of independent factors, such as the type of organization, the frequency of recruiting, and the titles of HR managers. Through the use of linear multiple regression analysis, the effects of these variables on the perceptions of employable abilities held by humans resources managers or employers are evaluated. The fifteen talents that the pupils have acquired are subjected to the application of confirmatory factor analysis. For the purpose of producing a graphic that displays the viewpoints of employers or HR managers on employability abilities, the structural equation model is utilized. The fit indices for the model are presented in a table, along with the benchmark values that correspond to those indices. It is the researcher's aim that the following study hypotheses will be validated while doing this investigation.

**FIT INDICES AND THEIR VALUE**



In a significant way, the fit indices of this model are comparable to the benchmark values. When the significance level was set at five percent, it was discovered that all three of the hypotheses that were examined in this model were incorrect. An unmistakable presentation of the findings can be seen below:

- The frequency of recruitment has a notable impact on employers' perceptions of the employability abilities of recent management graduates.
- The kind of organization has a big impact on how they feel about the employability skills of recent management graduates.
- The title of an employer and their perception of different employability abilities of recent management graduates have a big impact.

### **CHALLENGES FACED BY JOB SEEKERS IN INDIA,**

- **Skill Gap:** There are numerous figures that indicate that there is a significant skills gap in India. This means that a significant section of the workforce does not possess the capabilities that are required by businesses. Because of this mismatch in talent, it has been challenging for both firms and job searchers to find the appropriate candidate for their positions.
- **Graduates' Employability:** The results of a poll conducted by Aspiring Minds indicate that just a small percentage of graduates from India are considered to be employable. According to the findings of the survey, a sizeable proportion of graduates hailing from the fields of engineering and management lack the skills and competencies required to secure suitable work opportunities.
- **Job Market Dynamics:** The job market in India is not only quite large and diverse, but it is also quite competitive. People who are looking for work are finding that employability skills are becoming increasingly important in order to differentiate themselves and land the job they want.
- **Rural-Urban Divide:** The employment opportunities available in rural areas of India are significantly different from those available in urban areas of the country. People who live in metropolitan regions typically have better access to resources for skill development and employment opportunities than those who live in residential areas.
- **Vocational Skills:** Despite the fact that there is still a significant demand for individuals who have formal degrees, an increasing number of businesses are looking for individuals who possess vocational abilities. The importance of obtaining vocational training and certifications has grown in recent years for certain types of jobs.
- **Impact of Technology:** As a result of advances in technology, the requirements for work have shifted in a different direction. Those who are looking for work need to improve their skills in order to meet the growing demands that a number of companies are placing on their workforce. These demands include the ability to use digital technology and specific technical skills.
- **Government Initiatives:** A variety of programs aimed at increasing employability have been put into place by the government of India. These initiatives include job creation and skill development. Increasing the number of people who start their own businesses and reducing the skills gap are the



objectives of initiatives such as Startup India, Made in India, and Skill India.

- **Informal Employment:** There is a sizeable portion of the workforce in India that is engaged in the unorganized sector, which typically provides very little security and does not have access to any benefits. If one works to improve their employability, they may find that their chances of finding formal job increase.
- **Gender Disparities:** When it comes to accessing employment opportunities, Indian women face specific challenges, such as stereotypes and societal expectations. In order to reduce the gender gap in the workforce, it will require concerted efforts as well as changes in legislation.
- **Industry-Specific Demand:** There is a significant demand for employability skills across a wide range of businesses. For instance, companies in the information technology industry might place a larger value on technical talents, whereas companies in the service industry might place a higher value on communication and customer service skills.
- **Globalization Impact:** Employability skills that are up to international standards and the ability to communicate effectively across cultural boundaries are becoming increasingly important as India becomes more integrated into the global economy.
- **Impact of the Pandemic:** As a result of the COVID-19 pandemic, the Indian labor market was severely and significantly affected. In addition to this, it accelerated the adoption of working remotely and brought emphasis to the significance of developing digital skills and flexibility.
- **Psychological Impact:** Long-term job searches and repeated rejections can have a negative impact on the mental health of a job seeker, which can lead to feelings of self-doubt and a lack of drive.

It is necessary for the government, academic institutions, corporations, and the general people to work together in order to overcome these challenges. There is a possibility that the employment environment in India might be significantly improved by enacting laws and programs that promote mental health, equitable opportunity, skill development, and the closing of the gap between education and industry.

## **METHODS TO COVER THE EMPLOYABILITY DIVIDE**

- **Encouraging Employment-Based Education**

It is vital for individuals to obtain certifications and vocational training in order to adequately prepare themselves for specific employment positions. When vocational training is encouraged, it can lead to the development of a skilled labor force that is ready to work in a variety of different industries.

- **Encouraging the Growth of Soft Skills**

When students are enrolled in a comprehensive personal development program that is included into their educational curriculum, employers will view them as more appealing candidates.

- **Public-Private Partnerships**

In order to close the employability gap, it is possible for organizations from the public sector, the private sector, and the nonprofit sector to collaborate and provide real solutions. Public-private partnerships have the potential to provide financial assistance to programs and initiatives such as internships, mentorship programs, and skill development plans.

## CONCLUSION

The majority of employers and hiring managers are of the opinion that possessing employability skills is absolutely necessary in order to secure a position in the business sector. Teamwork, leadership, communication, attitude, and decision-making are some of the qualities that fall under this category. With regard to hiring and training procedures in particular, the empirical model tested the hypothesis that there is a considerable association between the employability skills of students and the strategies utilized by firms and HR departments. Specifically, the model looked at the employment opportunities available to students. The findings of the poll indicate that employers and human resource managers place a significant amount of significance on the skills, inclinations, and competence of students, as well as their placement in organizations. In conclusion, employability is a complicated concept that requires attention from a wide variety of organizations and individuals. India has the ability to equip its labor force to efficiently navigate the ever-changing work market by putting strategic initiatives into action and resolving the issues that are linked with them. The enhancement of employability is critical not only for the general economic development of the nation but also for the professional advancement of people.

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