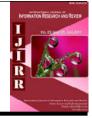




International Journal of Information Research and Review Vol. 03, Issue, 06, pp. 2446-2452, June, 2016



Research Article

"ANALYSIS OF THE EMPLOYABILITY OF THE FOURTH YEAR BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION MAJOR IN MARKETING MANAGEMENT IN IFUGAO STATE UNIVERSITY (IFSU)"

*Moses B. Appoy

Ifugao State University, Philippines

ARTICLE INFO	ABSTRACT
Article History:	This study is designed to determine the skills, knowledge, personal values as well as trainings, seminars and workshops needed for the employability of marketing management graduates, this study
Received 24 th March 2016 Received in revised form 29 th April 2016 Accepted 21 st May 2016 Published online 30 th June 2016	was conducted in 18 government and non- government establishments which are the On-The-Job- Training partners of the business administration department of the College of business and Management of Ifugao State University. It also captures the nature of the graduates problems and difficulties. The respondents were the direct supervisors of the trainees. Findings showed that majority of the respondents are engage in selling appliances. For the determinants of employability, knowledge in understanding consumer behavior is the most important asset that IFSU marketing graduates should
Keywords:	possess. Ability to manage time effectively and productively and ability to work collaboratively with a group of people in order to achieve a goal are the most important generic skills while the ability to sell
Determinants, Employability, Marketing Graduates.	on professional basis is the most important technical skills that they should possess. Demonstrating the values of honesty in the work place as well as leadership quality are the most important personal values. Training on communication skills is also deemed essential. It also showed that dealing with clients is a major problem that IFSU marketing graduates encountered. Their seemed to be no significant differences on the determinants of employability as perceive by the OJT partners when grouped according to the type of establishments but it had a bearing on personal values when grouped according to the same criterion.

Copyright © 2016, Moses B. Appoy. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

INTRODUCTION

Employability is an individual ability to gain employment. Since chances is getting a jobare influence by the factors such as the state of the labor market, credentials, knowledge, skills and works experiences, it's not just about the achievements written down on resume or the ratings printed on credentials that lead to employability is a dynamic quality that change over time, depending on the circumstances you find yourself in, yours skills at adapting to new situations and making the most opportunities, and your personal development. Employability enables you to drive your career forward and respond to changing conditions along the way. It is not just about what you have done but it is also about your approach in getting wherever you want to go. (www.targetjobs.co.uk/news). Ifugao State University is a government institutioncommitted to nurturing competent, creative and community-supportive.

*Corresponding author: Moses B. Appoy Ifugao State University, Philippines With its mission of relentlessly pursuing quality and excellence for local and global relevance and responsiveness, Ifugao State University has done a very great and outstanding job of producing and molding proficient graduates in the fields of business and other fields of specialization and has constantly addressed the changing demands of business industry through educational eligibility and competence.

Business graduates have to be equipped not only with fundamental skills and knowledge but more importantly, they have to be prepared and develop their potentials in the business world. There is a need for researcher to study the knowledge, skills, personal values; trainings seminar, and workshops necessary for commerce graduates of Ifugao State University to meet the qualifications dictated by the demands of the business industry nowadays. This study aimed to find out what skills, knowledge, personal values to be possessed; and what trainings, seminars and workshops to be attended and enrolled in and suggest certain strategies on how to improve such competencies.

Statement of the problems

This research was purposely designed to find out the skills, knowledge, personal values; and trainings, seminars, and workshops of Ifugao state University business administration Major in marketing and managements graduates that are needed for employability. It also aimed to provide a big picture of the problems and difficulties encountered by graduates.

More specifically, the study sought to answer the following Questions:

What is the profile of the OJT supervisor's in terms of:

- Nameand Address of the company
- Sector of the company

What are the determinants of employability of Ifugao State University Marketing Management graduates when grouped according to:

- Knowledge
- Skills/ ability
- B.1 generics skills
- B.2. technical skills
- C. personal values

trainings, seminars, and workshops

What are the problems and difficulties encountered by the Ifugao State University Marketing graduates as perceived by the On- The-Job- Training Supervisors?

Is their significance difference on the assessments of the OJT supervisors on the determinants of the employability of Ifugaostate university Marketing Graduates when group according to:

- name and address of the company
- sector of the company

What are the recommendations towards improved program curriculum of Bachelor of Science in Business Administration major in Marketing Management based on the results?

Hypothesis of the study

There is no significance difference on the assessment of the determinants of employability of Ifugao State University Bachelor of Science in Business administration Major in Marketing Managements graduates as perceived by the OJT partners when grouped according to:

- Name of the company
- Sector of the company

METHODOLOGY

The study used the descriptive method to determine the determinant for employability of the BSBA- Marketing Management graduates of IfugaoStateUniversity.

Research Environment

This study was conducted in 18 establishments who are On-The Job-Training partners of the Business Administration Departments of Ifugao State University. These establishments are primarily engaged in the different sectors in the fields of telecommunication, banking and merchandising currently operating in Ifugao and other surrounding provinces.

Respondents of the study

The respondents of the study were the direct supervisors of Onthe Job- training partners of the College of Business and Management of Ifugao state University inIfugao and other surrounding provinces.

Research instrument

To gather the necessary data for the study, the research questionnaire was used.

Data gathering procedure

To obtain information and data for the study, the researchers distributed questioners to the respondents. Reference materials like books, documents, articleand studies from the internet were also used by the researcher to gather information for the study. To validate the final draft of the survey questionnaire, the researcher sought comments and suggestions from the University statistician. The data were gathered from December 15-23 and were statistically processed using SPSS v.17.

Treatments of data

Frequency count and percentage were used to describe the profile of the respondents while mean and standard deviation were used to describe the level of important of the determinants of employability of Ifugao State University Marketing Management graduates in terms of knowledge; skill/ abilities; and training, seminars and workshops.

Scale	Mean Range	qualitative Description
4	3.50-4.00	most important
3	2.50-3.49	important
2	1.50-2.49	least important
1	1.0-1.49	not important

Moreover, mean and standard deviation were also used to describe the extent of agreement of the respondents with respect to other variables concerning the difficulties and problems encountered by their employees.

Scale 4 3	Mean Range 3.50-4.0 Strongly Agree	Qualitative description Strongly Agree Agree
2	1.50-2.49	Disagree
1	1.0-1.49	Strongly Disagree

The Kruskal-wallis was used to describe if there is a significant difference on the assessment of the OJT supervisor respondents on the determinants of the employability of Ifugao State University Marketing graduates when grouped according to:

- Name and address of the company
- Sector of the company

The 0.05 level of significance was adopted to arrive at significant statistical decisions.

RESULTS AND DISCUSSION

Personal profile of the OJT partner-respondents according to the type of establishment

Majority of the respondents are engaged in selling appliances (4/18 or 22.2%), and in the sectors of governments and banking (3/18 or 16.7%).

Determinants of the employability of IFSU Marketing Managements Graduates

It can be observe that item number 19"knowledge in understanding consumer behavior" (mean = 3, 4444) is the most important knowledge of IFSU Marketing graduates should know as perceived by the OJT partners.

This is followed by item number 5 "knowledge of product management that typically deals with all of the end-to-end aspect of product" (mean 3.3889), item number 6 (knowledge of human resource management in organizations" (mean = 3.3889), and item number 9 "knowledge in planning, collection and analysis of data relevant to marketing decision making and communicating the results of this analysis to management" (Mean =3.3889). The table also shows that the least important among the items are items number 4 "knowledge in advertising" (Mean =3.1111) and item number 7 "knowledge of the principles and functions of distribution management" (mean=3.1111). Also these items are still categorized as "important" because of the value of their means which is 3.1111. The Commission on Higher Education Memorandum Order No. 39 Series Of 2006 suggests that marketing management program must prepare the students to be responsive to the total environment by providing technical skills and competencies in the areas of marketing. Thus, the Commission on Higher Education recommended "knowledge in understanding consumer behavior" of science in Business Administration-major in Marketing Management student in every higher educational institutions in the country.

Table 1. Mean scores of the determinants of employability of IFSUMarketing Management graduates in terms of knowledge

Mean	SD	QD	Rank
3.3333	.59409	important	3
3.2222	.54832	important	5
3.2778	.57451	important	4
3.2222	.64676	important	5
3.1111	.58298	important	8
3.3889	.69780	important	2
3.1111	.75840	important	8
3.1667	.70711	important	6
3.3889	.60768	important	2
2 4 4 4 4	(1570		1
		1	1
3.2778	.66911	important	4
3.3333	.59409	important	3
	3.3333 3.2222 3.2778 3.2222 3.1111 3.3889 3.1111 3.1667 3.3889 3.4444 3.2778	3.333 .59409 3.2222 .54832 3.2778 .57451 3.2222 .64676 3.1111 .58298 3.3889 .69780 3.1111 .75840 3.1667 .70711 3.3889 .60768 3.4444 .61570 3.2778 .66911	3.333 .59409 important 3.2222 .54832 important 3.2778 .57451 important 3.2222 .64676 important 3.2222 .64676 important 3.1111 .58298 important 3.3889 .69780 important 3.1111 .75840 important 3.1667 .70711 important 3.3889 .60768 important 3.4444 .61570 important 3.2778 .66911 important

Table 2. Mean Scores of the Determinants of Employability of IFSU Marketing Graduates in terms of Generic Skills

Generic Skill	Mean	SD	QD	Rank
1. Ability to operates computer and its program	3.3889	.60768	important	7
2. Ability to lad and motivate his collagenous	3.5000	.51450	Most important	5
3. Ability to set realistic objectives	3.5556	.51131	Most important	4
4. Ability to assemble required resources to attain organizational objectives	3.5556	.51131	Most important	4
5. Ability to think logically and draw conclusions	3.5556	.15131	Most important	4
6. Ability to be creative and innovative	3.6111	.50163	Most important	3
7. Ability to establish and maintain friendly work establishments	3.4444	.61311	important	6
8. Ability to display sincere interest in assisting other employees and clients	3.6111	.50163	Most important	3
9. Demonstrate analytical skill, including the exercise of critical and reflective	3.5000	.61835	Most important	5
judgment				
10. Ability to work collaboratively with a group of people in order to achieve	3.7222	.46089	Most important	1
a goal				
11. Ability to appreciate and respond to change	3.3889	.60768	Important	7
12. Ability to express ideas and opinions clearly both in oral and in writing	3.3889	.60768	Important	7
13. Ability to work independently and have his own decision	3.3889	.48507	Important	7
14. Perform quality work	3.6667	.61570	Most important	2
15. Ability to participate actively in business association and comply with	3.4444	.61570	Important	6
their policies and obligations			-	
16. Ability to manage time effectively and productivity	3.7222	.46089	Most important	1
17. Ability to complete a certain task without others help	3.5000	.61835	Most important	5

Table 3. Means Scores on the Determinants of Employability of IFSU Marketing
Management Graduates in terms of technical skills

Technical skills	Mean	SD	QD	Ranks
1. Ability to sell on professional basis	3.5556	.61570	Most important	1
2. Ability to advertise products using different kinds of media	3.1667	.78591	Important	5
3Ability to innovate existing products in the market	3.2778	.82644	Important	4
4. Ability to bring products to consumers at its lowest price	3.3889	.84984	Important	3
5. Ability to handle different people concerning their attitudes toward each other in	3.5000	.61835	Most Important	2
the workplace				
6. Ability to communicate with the establishments that are involve in the process	3.5000	.61835	Most Important	2
of making the product available for consumer consumption				
7. Ability to introduce a product internationally	2.8333	.70711	Important	7
8. Ability to introduce a product in the so called internet environment		.67640	Important	6
9. Ability to understand consumer behavior		.61835	Most Important	2
10. Ability to plan, collect and analyze data that are relevant in marketing,	3.5000	.70711	Most Important	2
decision-making and able to communicate the result to the management			_	

 Table 4. Mean Scores of the Determinants of Employability of IFSU Marketing

 Management graduates in terms of Personal Values

Personal Values	Mean	SD	QD	Rank
1.Demonstrate the values of honesty in the workplace	3.8889	.32338	Most Important	1
, <u>, , , , , , , , , , , , , , , , , , </u>	3.7222	.57451	Most Important	3
2.Display the value of being the risk - taker				-
3.Exhibit the spirit of industry to his work	3.6111	.60768	Most Important	5
4. Promote the atmosphere of fairness in the workplace	3.7222	.46089	Most Important	3
5. Encourage colleagues to display spirit of accountability	3.6667	.50409	Most Important	4
6.Portray the value of being optimistic in everything that he does	3.6111	.60768	Most Important	5
7.Open to accept other people's ideas	3.7222	.46089	Most Important	3
8.Demonstrate leadership qualities	3.8889	.32338	Most Important	1
9. Willingness to dedicate himself for the betterment of the organization	3.7222	.46089	Most Important	3
10.Display professionalism in transacting business with manager, co-	3.7778	.42779	Most Important	2
employees and clients				
11.Porrtray a good self-image	3.7778	.42779	Most Important	2
12.Portray the values of being self - motivated	3.7778	.42779	Most Important	2
13.Accept criticisms in a positive way	3.6111	.50163	Most Important	5
14. Willing to learn new things	3.6667	.48507	Most Important	4
15.Understand the principles of good interpersonal relations	3.6667	.59409	Most Important	4
16.Being cautious in every action that he/she takes	3.4444	.61570	Most Important	7
17.Respect others and do not tolerate discrimination	3.5556	.51131	Most Important	6
18.Display the value of cooperation among the group	3.6667	.48507	Most Important	4
19.Appreciate any assignment given to him/her without complaining	3.7222	.46089	Most Important	3
20.Portray interest in the job	3.5556	.51131	Most Important	6

Table 5. Mean score of determinants of employability of IFSU Marketing Management	
graduates in terms of trainings, Seminars, and workshops	

Trainings, Seminars, And Workshops	Mean	SD	QD	Rank
1. workplace wellness	3.3333	.59409	Important	4
2. team building skills training	3.5000	.51450	Most important	2
3.stress management training	3.2778	.66911	Most important	5
4.conflict management training	3.3333	.59409	Most important	4
5.management and leadership training	3.5000	.51450	Most important	2
6. harassment training	3.1111	.83235	Most important	6
7. computer and technical skills training	3.3889	.60768	Most important	3
8. communication skills training	3.6111	.50163	Most important	1

The table shows that item 16 " ability to manage effectively and productively" (Mean = 3.7222) and item number 10 " ability to work collaboratively with a group of people in order to achieve a goal" (Mean =3.7222) are ranked no.1 in the generic skills that IFSU Marketing graduates should possess as perceived by the OJT partners. This is followed by item number 14 "perform quality work" (Mean = 3.6667). Number 7 in the ranking are items number 1 "ability to operate a computer and its programs" (Mean = 3.3889); item number 11 "ability to appreciate and respond to change" (Mean = 3.3889); item number 12 "ability to express ideas and opinions clearly both in oral and in writing" (Mean = 3.3889); and item number 13 "ability to work independently and have his own decision"

(Mean= 3.3889). However, with a mean value of 3.3889, these items are still categorized as" important". It can be seen that item number 1 "Ability to sell on professional basis" (Mean=3.5556) is the important technical skill that IFSU Marketing graduates should possess as perceived by the OJT partners. This is followed by item number 5 "Ability to handle different people concerning their attitudes toward each other in the workplace" (Mean=3.5), item number 6 " Ability to communicate with the establishments that are involved in the process of making the product available for consumer consumption" (Mean=3.5), item number 9 " Ability to understand consumer behavior" (Mean=3.5) and item number 10 "Ability to plan, collect and analyze data that are relevant in

Problem And Difficulties	Mean	SD	QD	Rank
1.adjusting to work schedule	2.6111	.69780	agree	6
2. adjusting to job shifting	2.5000	.78591	Agree	8
3.health condition	2.7222	.95828	Agree	4
4.dealing with business transaction	2.7222	.89479	Agree	4
5dealing with clients	2.9444	.72536	Agree	1
6.dealing with supplies	2.7778	.94281	Agree	2
7.understanding companies policies, rules and regulations	2.5000	.1.04319	Agree	8
8.adjusting of being away from home	2.7222	.82644	Agree	4
9.lack of working experience	2.6667	.84017	agree	5
10.adjusting to diverse culture/ cultural differences among colleagues	2.5556	.85559	Agree	7
11.lack of exposure to new technologies	2.5000	.85749	Agree	8
12.finding job that commensurate to their degree	2.6111	.69780	Agree	6
13.handling tools, facilities and equipment	2.6667	.84017	Agree	5
14.lack of self confidence	2.7222	.82644	Agree	4
15. lack of communication skills	2.8333	.78591	Agree	2
16.difficulties in dealing with others in the company	2.5000	.92355	agree	8
17. Problem in monthly salaries, benefits and other compensation packages.	2.6111	.84984	Agree	6
18.relationships with superiors	2.6667	.76696	Agree	5
19.problem in attitude	2.7778	.80845	Agree	3

 Table 6. Mean scores of the problem and difficulties encountered by IFSU Marketing Management graduates as perceived by the ON-the- Job-Training supervisors

marketing, decision-making and able to communicate the result to the management" (Mean=3.5). Ranked number 7 "Ability to introduce a product internationally" (Mean=2.8333) following item number 8 "Ability to introduce a product in the so called internet environment" (Mean=2.8889). Table shows that item number 1 " Demonstrate the values of honesty in the work place" (Mean = 3.8889) and number 8 " demonstrate leadership qualities" (Mean =3.8889) are the most important personal values that IFSU Marketing graduate should possesses perceived by the OJT partners. This is followed by item number 11 "portray a good self-image" (Mean = 3. 77), item number 11 "portray the values of being self-motivated" (Mean =3.77.) Ranked number 7 is the item number 16 "being caution in every action that he/she takes" (Mean =3. 44. However, having a mean value of 3.44, this item is still categorized as important.

It can be seen at the table that ranked number 1 is item number 8 "communication skills training" (Mean = 3.61). This is followed item number 2 "team building skills training" (Mean =3.50) and item number 5" Management and Leadership training" (Mean = 3.50). The table also shows that item number 6 "Harassment Training" (Mean=3.11) ranked 5th. Although this is the last (ranked 5th)), this item is still "important". As presented in the table, item number 5 "dealing with clients" (Mean= 2.94) is the major problem that IFSU graduates encountered as perceive by the OJT partners. This was followed by the item number 15 "lack of communication" (Mean= 2.83). Shown in ranked 8 are items number 2" adjusting to job shifting (Mean=2.50), item number 7 "understanding companies' policies, rules and regulations" (mean= 2.50), item number 11 "lack of exposure to new technologies" (Mean =2.50) and item number 16 "difficulties in dealing with others in the company" (Mean= 2.50).

Significance difference on the assessment of the OJT partners- respondents on the determinants of the employability of Ifugao State University Marketing Graduates when grouped according to;

Sector/type of the company

There is no significant difference on the determinants of employability of IFSU Marketing graduates in term of knowledge, generic skills and technical skills a perceived by the OJT partners when grouped according to the type of establishments. However, there is a significance difference on the determinants of employability of IFSU Marketing graduates in term of personal values asperceived by the OJT partners when grouped according to the type of establishments. The significant difference is the item number 3 "exhibit the spirit of industry to his work" (chi-square = 16.769, p= 0.010), item number 4" promote the atmosphere of fairness in the workplace" (Chi- square = 14.646, p= 0.023) and item number 15 "understandingthe principles of good interpersonal relations "(chi-square -14. 757, = 0.022). There is no significant difference on the determinants of employability of SMU marketing graduates in terms of problems and difficulties as perceived by the OJT partners when grouped according to the type of establishment.

Conclusion

- Majority of the respondents are engaged in selling appliances (4/18 or 22.2%).
- Knowledge in understanding consumer behavior is the most important knowledge that IFSU Marketing graduates should know as perceived by the OJT partners. Ability to manage time effectively and productively, ability to work collaboratively with a group of people in order to achieve a goal are the most important generics skills and ability to sell on professional basis is the most important technical skill that IFSU Marketing graduates should possess as perceived by the OJT partners. Demonstrate the values of honesty in the workplace and leadership qualities are the most important personal values that IFSU Marketing graduates should possess while communication skills training is the most important training that IFSU Marketing graduates should undergo as perceived by the OJT partners.
- Dealing with clients is the major problem that IFSU Marketing graduates encounter as perceived by the OJT partners.
- There is no significant difference on the determinants of employability of IFSU Marketing graduates in terms of knowledge, generic skills, technical skills, trainings,

seminars and workshops, problems and difficulties as perceived by the OJT partners when grouped according to the type of establishment. However, there is a significant difference on the determinants of employability of IFSU Marketing graduates in terms of personal values as perceived by the OJT partners when grouped according to the type of establishment.

Recommendations

IFSU- Lagawe Campus Administration

- In order to promote Marketing Management graduates' employability, the administration needs to make sure that the business graduates are equipped with more business focused skills and competencies. Schools have a responsibility to promote the employability, work readiness and mobility of theirs graduates. In doing so, they will produce highly qualified, flexible and employable individuals, able to meet the ever changing demands of modern-day business.
- The administration must have a bridging program or the so-called from school to employment program wherein their graduates have their assurance or hope to be employed in prestigious companies they want to apply the learning, values and principles they acquired from the university.
- The administration must conduct trainings and seminars in consumer behavior and communication skills to mold their graduates to be competent and proficient enough to compete in the business world not only locally but also globally.
- There must be an extensive exposure in managing and marketing products to enhance the customer relationship skills of marketing management students and graduates of IFSU- Lagawe Campus.

Alumni Affairs Office

• Further research, monitoring and evaluation should be done by the alumni affairs office to monitor the employability rate of the university. This will serve as basis of the institution in achieving its goals and objectives in honing its students for the jobs that commensurate to the tuition fees they spent in studying in the university.

Future Researchers

• This will serve as basis for future study for the identification of the determinants of employability of IFSU- Lagawe Marketing Management graduates as perceived and preferred by the On-The-Job-Training supervisors. Furthermore, this can be utilized in the future, as guide for the improvement of Bachelor of Science in Business Administration-Marketing Management curriculum towards the attainment of producing competent, creative, community-supportive Christian marketing professionals.

REFERENCES

Brown, P. Hesketh, A. and Williams, S. 2001. (Forthcoming) Employability: Culture, Competition and Careers in a Knowledge Economy Careers Services Unit (CSU) 'Graduates' Experience in the Workplace', pp.6-7

Brown, P. Hesketh, A. and Williams, S. 2003. 'Employability in a Knowledge Economy', Journal of Education and Work, Spring

Columbus OH: ERIC Clearinghouse on Adult Career and Vocational Education.

- Deal', New Economy, Number 3, pp.174-79
- Denton, R. 2004. Assessment of Key Competencies. In J. Gibb (Ed.), Generics Skills in vocational education and training, pp: 173-187.adelaide: NCVER Ltd.
- Education, Vol. 7 (2), pp.131-38
- Fallows, S. and Stevens, C. 2000. "Building Employability Skills into the Higher Education Curriculum: A University Wide Initiative". Education and Training, 42 (2/3): 75-83.
- Framework for Policy Analysis,
- Fugate, M., A.J. Kinicki and B. E. Ashforth, 2004. Employability: A Psycho-social construct its dimension and applications.J. Vocational Behavior, 65: 14-38.
- Harvey, L. 2001. 'Defining and Measuring Employability', Quality in Higher Education, Vol. 7 (2), pp. 97-109
- Harvey, L. and Bowers- Brown, T. Winter 2004/5. EmployabilityCross-Country Comparisons". In Graduate Market Trends
- Harvey, L., Locke, W. and Morey, A. 2002. Enhancing Employability, Recognizing Diversity: Making Links between Higher Education and the world of Work.
- Hillage, J. and Pollard, E. 1998. Employability: Developing a
- Holmes, L. 2001. 'Reconsidering Graduate Employability: The 'Graduate Identity' Approach', Quality in Higher Education.Vol. 7(2), pp. 111-119
- http://targetjobs.co/uk/news/95218-employability-teh-engineof-your-graduate-carrer
- http://www.ericfacility.net.ericdigests/
- http://www.leeds.ac.uk/educol/ documents/00003352.htm
- KLeinman, M. and West, A. 1998. 'Employability and the New
- Knight, P. 2002. 'Employability in the First Graduate Job',
- Innovation in Education for Employability Labour market, Graduate Competencies and Study Programme Development: A Case Study". Studies in Higher Education, 31(1): 53-64.
- Lankard, P. B.A. 1990. Employability-The Fifth Basic Skills.
- Mcleish, A. 2002. Employability Skills for Australian Small and Medium Sizes Enterprises: Report of the interviews and focus groups with small and medium enterprises.
- Morley, L. 2001. 'Producing New Workers: Quality, Equality and Employability in Higher Education', Quality in Higher
- Nabi, G. R. 2003. "Graduate Employment and Underemployment: Opportunity for Skill Use and Career Experiences amongst Recent Business Graduates". Education and Training, 45(7): 371-383.
- Official website of the Commission of Higher Education (CHED) Overtoom, C., (2000). Employability skills: An update. Accessed on July 11th 2004 from
- Raybould, J. and Sheard, V. 2005. "Are Graduates Equipped
- Rojewski, J.W. 2002. Preparing the workplace of tomorrow: A conceptual framework for career and technical education. J.Vocational Edu. Res., 27:735.Smetherham, Claire (2003) The employability of first class graduates
- Smith, J.McKnight, A. and Naylor, R. 2000. "Graduate Employability: Policy and Performance in Higher Education in the UK". The Economic Journal, 110: F382-F411.

- Taylor, A. 1998. 'Employability Skills: From Corporate 'Wish List to Government Policy', Journal of Curriculum Studies, Vol. 30 (2), pp. 143-164
- Trunk, N. S., Nastav, B., Lesjak, d. and Sulcic, V. 2006. "The
- with the Right Skills in the Employability Stakes?". Industrial and Commercial Training, 5:259-263

www.UNESCO.com www.dole.gov.ph www.employability.ukhe.com
