

# Stratifying Success: A Multifaceted Examination Of Graduate Employability In Human Resource Management - Integrating Take-Off Value And Cumulative Grade Point Average In The Bachelor Of Business Administration (Honours) Human Resource Management

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## ARTICLE INFO

## ABSTRACT

The elements affecting the employment prospects of graduates from the Bachelor of Business Administration (Honours) Human Resource Management program are examined in this study. We utilize Multinomial Logistic Regression to examine the relationship between two important variables - Cumulative Grade Point Average (CGPA) and a recently developed indicator called Take-off Value (TOV) - and graduates' employment status. Our results highlight how important a higher CGPA is for getting employment. The likelihood of landing a certain sort of employment increases significantly with each grade, indicating how important academic achievement is in determining professional results. In summary, this study makes a significant contribution to both academia and practice by providing insightful information about success factors for graduates in human resource management. The clear-cut findings demonstrate the significant impact that academic achievement has on the kind of jobs that graduates can anticipate.

**Keywords:** Employment Outcomes, Multinomial Logistic Regression, Take-off Value (TOV), Cumulative Grade Point Average (CGPA)

## BACKGROUND OF STUDY

Within the complex terrain of modern higher education, the combination of academic performance and the changing demands of the business world becomes a focus for research. This relationship gets especially complex inside the Bachelor Business Administration (Honours) Human Resource Management program, where the dedication to offering a comprehensive education runs into doubts about the variables influencing its graduates' career paths. The Cumulative Grade Point Average (CGPA), which represents academic achievement, has long been the gold standard for assessing employability. Although this indicator is important, it only provides a partial view of the complex factors affecting Human Resource Management (HRM) graduates' employment. In recognition of this disparity, the research presents the Take-off Value (TOV) as a new measure that intentionally deviates from traditional scholarly standards. This shift is indicative of a real effort to separate and measure the various factors that go into employability, which is in line with the demands of the modern workplace for a more comprehensive assessment of graduates. Furthermore, although industry-specific factors are acknowledged to influence employability outcomes, the literature currently in publication frequently lacks specificity, particularly when it comes to the particular context of Human Resource Management graduates. This study dives into the unique opportunities and problems found in the subject of human resource management in an attempt to close this scholarly gap. It aims to bridge the gap between the industry's general recognition of this field and the complex realities that Human Resource Management graduates must contend with by providing insights that are specifically customized to its intricacies. Methodologically, popular methodologies in employability studies have frequently failed to capture the variety

of career paths that recent graduates choose. This study's intentional use of multinomial logistic regression is a methodologically sound decision. It fills in the methodological gaps found in previous research and offers a statistical framework that can be used to decipher the intricate interactions between academic and non-academic variables in a range of employment situations.

This study essentially addresses the broad issue of comprehending the complex factors - both academic and non-academic - that significantly influence the job outcomes of graduates of the program in human resource management. The goal of the research is to add scholarly depth to the conversation on graduate employability by exposing these ambiguities. It seeks to provide practical solutions that improve the career trajectories and adaptability of Human Resource Management graduates in a continuously changing professional world, and inform academic practices within the program.

## **RESEARCH QUESTIONS**

- i. What is the combined effect of the Take-off Value (TOV) and Cumulative Grade Point Average (CGPA) on the employment prospects of graduates of the Bachelor of Business Administration (Honours) Human Resource Management for graduates?
- ii. In light of categories like employed, unemployed, and those waiting for placement, how much do academic and non-academic predictors - more especially, CGPA and TOV - contribute to the complex dynamics of employment statuses among the graduates?

## **PROBLEM STATEMENT**

The need to align academic preparation with changing workforce demands remains a significant concern in the dynamic junction of higher education and the professional sector (Hillage & Pollard, 1998). The Bachelor of Business Administration (Honours) Human Resource Management program places a special emphasis on this challenge. Although the program is unwavering in its dedication to providing a thorough education, it is unclear what particular factors are influencing the job results of its graduates (Tomlinson, 2016).

Employability measures have historically placed a strong emphasis on academic achievement as measured by the Cumulative Grade Point Average (CGPA) (Yorke, 2006). Although unquestionably important, there is still a crucial gap in our understanding of the complex and multifaceted factors that support Human Resources Management graduates' employment. The measurable Take-off Value (TOV) was introduced, which is a significant break from traditional academic norms. This departure stems from the realization that the modern workplace necessitates a comprehensive assessment of graduates, considering the various aspects that go beyond academic prowess to enhance employability (Menard, 2010).

Although the industry's influence on employability outcomes is acknowledged in the research, it frequently lacks specificity, especially when considering the particular situation of Human Resource Management graduates from the program (Cascio & Boudreau, 2016). This study explores the complex opportunities and problems unique to the discipline of human resource management to close this scholarly gap. It aims to offer sophisticated perspectives that speak to the particularities of the field, therefore bridging the theoretical divide between scholarly discourse and the real-world complexities of professional practice (Pfeffer, 1994).

From a methodological standpoint, common methodologies used in previous employability studies have not been sufficient to capture the variety of career paths that graduates may take (Wright & McMahan, 2011). In this study, the intentional use of Multinomial Logistic Regression is a thoughtful departure from these constraints and embodies scientific rigor (Agresti, 2018). In addition to correcting the methodological flaws found in previous research, this statistical framework offers a sophisticated instrument for analyzing the complex interactions between academic and non-academic predictors across a range of occupational statuses (Williams, 2016).

The main issue this study attempts to address is the significant knowledge vacuum regarding the factors, both academic and non-academic, that significantly influence the career paths of graduates of the Human Resource Management program (Fugate et al., 2004). By sorting through these complications, this study hopes to provide useful information for improving academic procedures in the program, as well as provide intellectual depth to the conversation around graduate employability (Hillage & Pollard, 2000). It also seeks to offer strategic guidance that improves Human Resource Management graduates' professional paths and flexibility in the quickly changing professional environment (Collings et al., 2019).

## **LITERATURE REVIEW**

### **Review of Literature: A Look at the Factors Affecting Graduate Employability in HRM**

In the field of higher education research, the employability of graduates has attracted a lot of interest. Many academics have studied the various factors that influence graduates' job paths, focusing on HRM graduates in particular. This thorough assessment of the literature provides a nuanced knowledge of the variables affecting the employability of Human Resources Management graduates by synthesizing important findings from a variety of research.

**i. Academic Success and Employability:** The indisputable connection between academic success and employability is a common theme in the literature. Academics like Becker (1964) and Schultz (1961) highlight the favorable association between strong cumulative grade point averages (CGPA) and smooth job transfers. This correlation is especially significant for the program, since employment possibilities have historically been largely determined by academic achievement (Zainal Abidin, Z., 2022)

**ii. Non-Academic qualities and Holistic competencies:** Contemporary viewpoints emphasize the importance of non-academic qualities and holistic competencies in determining graduate employability, in addition to academic achievements. In keeping with these conceptualizations, the Take-off Value (TOV) was introduced in this study to acknowledge the necessity of evaluating graduates holistically. According to available research, graduates with a broad range of abilities—such as leadership, flexibility, and communication—are more likely to succeed in the cutthroat labour market.

**iii. Industry-Specific Considerations in HRM:** Graduate employability is impacted by distinct industry-specific dynamics that the profession of human resource management brings. The body of research recognizes the significance of HRM graduates obtaining knowledge and practical skills unique to the field's requirements. Comprehending these subtleties is essential to creating educational initiatives and interventions that improve graduates' employability in HRM positions.

**iv. Methodological Advancements in Employability Research:** Using Multinomial Logistic Regression in this work is consistent with current practices, as methodological considerations in employability research have developed. This statistical method takes into account the variety of outcomes that graduates of Bachelor of Business Administration (Honours) Human Resource Management may encounter and enables a more sophisticated analysis of occupational paths. The body of research emphasizes how important it is to have advanced analytical techniques that can fully capture the variety of variables affecting employability.

**v. Graduate Employability in Shifting Economies:** Adding another level of complexity, this study examines graduate employability in the setting of shifting economies (Zainal Abidin, Z., 2022). The impact of economic conditions on employment markets and the opportunities and problems that follow for graduates are highlighted in studies (Bacchus, M. K. (2008). This viewpoint is especially pertinent to graduates since it places their employability in the context of the larger economic environment.

To sum up, this thorough literature study offers a basis for comprehending the critical elements impacting the employability of Human Resource Management graduates. This review places the current study into the larger scholarly debate on graduate employability by synthesising ideas from academic achievement to industry-specific issues and methodological developments. It also lays the groundwork for finding gaps in our understanding of the factors influencing the career paths of graduates and for bringing fresh insights to the table.

### **Theoretical Framework to the Contexts of Education, Labour Demand, and Economy**

**Economic Environment** Economic issues are strongly aligned with the theoretical framework of Human Capital Theory (Becker, 1964; Schultz, 1961). The need for competent and experienced workers is increasing in the changing economic environment, particularly in fields like human resource management (HRM). Greater employability and a contribution to economic production are anticipated to be correlated with higher levels of human capital, as measured by academic achievements and performances (Othman, N., 2019). The need for workers with advanced skills increases as economies shift, highlighting the significance of Human Capital Theory in influencing labour market dynamics (ZZ. Abidin., 2020)

Furthermore, taking into account the Idea of Graduate Attributes in this economic environment emphasises the need for a flexible workforce (Yorke, 2006). Qualities like flexibility, initiative, and clear communication fit the demands of a changing labour market. The inclusion of these traits in the workforce leads to an individual's employability as well how robust and innovative a given economy is.

**Educational Landscape:** With regards to the educational field, this theoretical framework underscores how much it is necessary that learning institutions promote human capital development (Hillage & Pollard 2000). Universities are essential in training the graduates who have high skills not only in academics as evident by CGPA but also others needed for success at work. Additionally, educational settings are funded to implement integrative methods by understanding the link between academic and non-academic domains (Tomlinson, 2016). Through such actions, they can contribute to the creation of a flexible workforce that is prepared for changing nature demanding from time to time by labour pressure.

Additionally, the realisation of interrelationship between academic and non-academic elements in education encourages educational institutions to implement integrated policies (Othman, N., 2019). Thus, by doing this, graduates may meet labour market demands and contribute to the development of a workforce that is adaptable and ready for the workplace's rapid change. The study's use of CGPA and TOV as predictors reflects the complex demands of the employment market (Guest, 2017). Candidates with a good academic background (CGPA) and a demonstrated set of attributes (TOV) are likely to be valued by employers, especially in HRM. This link strengthens the study's theoretical underpinnings in light of the larger labour demand context, highlighting the necessity for graduates to meet the complex demands of employers in HRM and related fields. In conclusion, the theoretical framework discusses the complex interactions that exist between current labour market demands, educational mandates, and economic developments. Human Capital Theory and the Concept

of Graduate Attributes are both incorporated into the study in an effort to provide insights that are relevant to the challenging reality of negotiating these conflicting landscapes.

## METHODOLOGY

The study's analytical rigor is enhanced by the strong methodology used to identify the factors that determine employability among graduates of the Bachelor of Business Administration (Honours) Human Resource Management programme. The 203-person cohort provides a thorough sample that allows for an in-depth investigation of the internal dynamics of the programme.

The two main predictors under investigation are the Take-off Value (TOV), which measures non-academic traits that may be measured, and the Cumulative Grade Point Average (CGPA), which serves as a measure of academic performance. The inclusion of all 203 students is essential because it guarantees a representative picture of the environment and establishes the framework for in-depth analyses and nuanced interpretations of the wide range of professional paths that graduates may choose.

Special consideration is given to subsets such as the unemployed (54 students) and those waiting for placement (5 students) to classify graduates into certain employment statuses. This fine-grained categorization makes it easier to focus on analysing marketability elements within these groups, illuminating the unique obstacles and chances faced by graduates at various phases of their career shifts.

The chosen analytical framework, Multinomial Logistic Regression, allows for a realistic portrayal of the diverse employment pathways graduates may encounter because it coincides with the multidimensional structure of the programme. The Likelihood Ratio Chi-squared Test is a statistical tool that is used to evaluate the overall importance of the model and predictors. It is reinforced by associated probabilities. This statistical lens gives the study a level of methodological sophistication by shedding light on the combined impact of TOV and CGPA on graduates' marketability.

Overall, this thorough and methodical approach, strengthened by a finely tuned focus on particular subsets and a thorough classification of employment statuses, improves our comprehension of the employability of graduates. By including the total number of students, the study's contextual richness is further strengthened and a comprehensive view of the variables influencing the program's varied employment outcomes is provided.

### Industry-Specific Perspectives: Multinomial Logistic Regression's Function

Because human resource management involves complex employment, it is necessary to have a statistical tool that can put industry-specific dynamics into context. Because it can handle more than two result categories, Multinomial Logistic Regression plays a crucial role in recognising and comprehending patterns specific to this field. This analytical technique provides a solid basis from which to derive conclusions from the empirical facts that are both understandable and pertinent to the industry.

## 6. FINDING

**Table 1:** Multinomial Logistic Regression Results

Employment Status	Unemployed	Waiting for Placement
Coefficient (CGPA)	1.1686**	12.028***
P-value (CGPA)	0.046	0.016
Coefficient (TOV)	-0.9372***	-1.9695***
P-value (TOV)	0.003	0.017
Coefficient (Constant)	-2.26	-42.02
P-value (Constant)	0.222	0.017
LR Chi-Squared (2)	10.32	17.18
Prob > Chi-squared	0.0057***	0.0002***

### Unemployment Category:

Take-off Value (TOV) and Cumulative Grade Point Average (CGPA) were the two main factors taken into account in the multinomial logistic regression analysis for the unemployed category. The CGPA (1.1686) positive coefficient, accompanied by a p-value of 0.046, suggests a statistically significant positive correlation between improved academic achievement and the probability of unemployment. This conclusion implies that people with superior academic credentials may face more competition for the few available jobs in the context of economic challenges, increasing the likelihood of unemployment.

On the other hand, the significant outcome is indicated by the negative coefficient for TOV (-0.9372) with a p-value of 0.003. Graduates are less likely to be unemployed if they scored higher on non-academic characteristics, as shown by tov. This emphasises how crucial it is to be flexible and have a broad skill set when the economy is unstable. Higher TOV scores serve as a protective factor, lowering the chance of unemployment because they indicate quantifiable non-academic abilities. The results of the Likelihood Ratio Chi-squared Test for the jobless group show that the model and predictors are statistically significant overall, with a p-value of 0.0057 and a value of 10.32. This statistical test gives a measure of the combined impact of CGPA and TOV on



the probability of being unemployed and assesses the improvement in model fit when predictors are included.

### **Waiting for Placement Category:**

The multinomial logistic regression analysis took into account the same predictors, CGPA and TOV, when it came to the waiting -for -placement category. With a p-value of 0.016, the considerable positive coefficient for CGPA (12.028) suggests a strong positive correlation between graduates' chance of waiting for placement and their academic achievement. Graduates may experience difficulties finding appropriate jobs despite their great academic credentials; these difficulties may be caused by economic issues like industry restructuring or a slow increase in the employment market.

Longer waiting times are less common among graduates who score better on non-academic qualities, according to the negative coefficient for TOV (-1.9695) with a p-value of 0.017. This emphasises how crucial non-academic qualities are to hasten the move to employment. Improved TOV scores, which encompass a wide range of abilities and attributes, improve one's immediate marketability even in difficult economic circumstances. The results of the Likelihood Ratio Chi-squared Test for the category of graduates waiting for placement show that the model and predictors are significantly significant overall in explaining the likelihood of graduates waiting for placement, with a p-value of 0.0002. The value of 17.18 is obtained.

To sum up, the results offer a comprehensive comprehension of the interaction between academic and non-academic elements concerning unemployment and placement waiting times for graduates of Bachelor of Business Administration (Honours) Human Resource Management. A strong understanding of how economic obstacles may affect certain employment outcomes is made possible by the comprehensive coefficients, p-values, and statistical tests; these insights are helpful for both academic and practical considerations in career planning and legislation.

## **CONCLUSION**

We have concluded that our thorough investigation of the variables affecting the career prospects of graduates of the Bachelor of Business Administration (Honours) Human Resource Management programme provides insightful information. Adding the Take-off Value (TOV) to the traditional Cumulative Grade Point Average (CGPA) improves our comprehension of the complex factors influencing employability. The CGPA provides clear proof of the importance of academic performance and highlights its critical function in identifying particular career categories. A methodologically sound framework is provided by the use of multinomial logistic regression, which explains the intricate interactions between academic and non-academic factors. Our findings gain depth from the industry-specific dynamics found in human resource management. These dynamics not only contribute to academic debate but also have practical consequences for legislators and academic institutions.

## **SIGNIFICANCES OF RESEARCH**

- i.** Employability: Creating a framework for the analysis of policies. The foundation for understanding employability is provided by Hillage and Pollard's framework, which emphasises the necessity for a policy-oriented study and is consistent with the multimodal approach of the research. Hillage, J., and Pollard, E.(1998)
- ii.** Comprehending and evaluating ordered logit models on a broad scale. When Multinomial Logistic Regression is used in the study to provide methodological robustness in the analysis of complex models, Williams' contribution becomes increasingly important. R. Williams (2016).
- iii.** Employability for graduates: An overview of philosophical and empirical concerns. The conceptual underpinnings of the study are informed by Tomlinson's review, which also places it in the context of the larger conversation on the complex nature of graduate employability. M. Tomlinson (2016).
- iv.** Regression models utilising Stata for categorical dependent variables. The study's methodological rigour is reinforced by Long and Freese's work, especially when it comes to the use of Stata for Multinomial Logistic Regression. (Long, J. S., & Freese, J. (2014)
- v.** Effects of HR practice alignment on performance. The study's industry-specific focus on Human Resource Management, which addresses the performance effects of aligned HR practices, is enhanced by the insights provided by Strohmeier et al. (Strohmeier, S., Iglie, H., & Wilpert, B. (2015)
- vi.** Employee well-being and human resource management: Moving towards a new analytical paradigm. Guest's work complements the study's industry-specific insights by providing a strong analytical framework for comprehending the complex dynamics of human resource management. D. E. Guest (2017).

## **RECOMMENDATION**

Building on our findings, we suggest a holistic teaching strategy that fosters the non-academic qualities embodied in the Take-off Value in addition to emphasising academic success. Human resource management

academic institutions should think about introducing a variety of competences to better equip graduates for the complex work environment. Furthermore, cooperation between academic institutions and business can help create customised plans that match training methods to business requirements.

### LIMITATION

Our study does have several limitations, though. The findings' applicability to other academic fields may be limited by their concentration on a particular programme and sector. Furthermore, the job market is dynamic, and results could be impacted by outside variables like changes in the economy. Moreover, the utilisation of self-reported data and the possibility of response bias present intrinsic constraints. To capture changing trends in graduate employability, future research should take into account longitudinal studies and a wider range of academic programmes. In summary, even though our study offers insightful information, a thorough grasp of the nuances pertaining about graduate employability in the HRM sector requires recognition of these limitations.

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