Identify and prioritize effective strategies among university graduates and job fit market demand

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ABSTRACT

Human Resource Management is one of the main tasks of management. Other management tasks should fulfilled in practice when there is appropriate and qualified personnel to run it. Proper selection of employees is important; because the wrong choice means the choice of those who have not the ability and competence to do, or those who leave the organization later, thus they imposes a heavy cost to the organization. Statistical community of this study is included 33 participated who were members of scientific mission of the university, directors of human recourses, experts of educational management and specialists working for attraction and providing personnel. The appropriate method, which is utilized in this study for the first step, is using the arithmetic mean of the major and minor effective selection criteria identified in the job market in the private and public sectors. Then, using strategies are identified (by the human resource management literature and from the authors) and using the method of Breda, effective strategies to prioritize job was to fit and considered. The results show that strategy as the most effective strategy enabling the creation of effective strategies to fit the job in the public sector while, in the private sector quality is the main factor of creation of job fit .

Key words: Employment, jobs and career fit, Breda methods
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INTRODUCTION

Choosing a job and being ready for work is one of the most important impositions relating to growth period that the youngest in different societies especially in industrials face with; right choosing and suitability of the job can cause the persons to be successful in the means of the family and social life. Today's world is changing and it is changing very fast. Globalization and information technology for the benefit of shareholders expect more of the factors that makes the enormous pressure for organizational change (10). Smith. J. A, Rayment (2007) believes that success in a rapidly changing environment requires that employees hired should fit with the organization (11). Choosing the right career and job fit the person in the family and social life will succeed. Happiness returns an unqualified person for the whole life and for her family, while choosing the wrong direction can cause permanent health problems such as depression, job dissatisfaction, disappointment, failure to achieve dreams, failure to meet family expenses, marital problems (12). Today it is clear to all scholars of human development and is a major cause of human development that goes just over the shoulder.

It can be said that If in the past years and centuries , the source of wealth of various factors such as natural resources, strategic geographical location, machinery, technology would be effective on the level and countries'

development of the movement , today it is identified the man as the sole factor influencing the of development. When the organization achieves competitive advantage with their own resources, none of its competitors cannot copy from it and that' is why human resources is the most important strategic resource organization (13). This feature is present in human capital (14) and (15). The issue of proportionality in selecting employees has grown significantly in recent years (16). There are different theories about the conditions for obtaining a job in the late 40th century to establish a career in human affairs - social emphasis. Based on Jersios Jvsyvs there are some effectiveness situation for selecting employees in jobs such as physical condition, mental condition, and emotional state, social and behavioral factors. In this course, the emphasis is on knowledge. And suggested people should not be pre-defined framework, because their inhibit creativity and innovation was limited and weakened. In recent years, much emphasis was on personality type and the job appropriation (17). In addition,   Rial cost and time is justified to train to the specialized people and drawing them in the right channels (18).

On the other hand, providing personnel is one of the essential responsibilities of managers, so the others (e.g. programming, organizing) will be practical when there are suitable expert personnel. It must be paid attention to attracting, teaching and treading the efficient and suitable personnel. Providing, employing and utilizing of the personnel, of course, is so difficult and complex as the organization will be suffered from high expenses by choosing in correctly which means to choose someone. Who is not able to do the work or abandons the organization after some times. Thus, if the individuals and organizations pay attention the job proportion for choosing work and worker and set the required considerations, they will use its efficiency while decreasing the unpleasant consequences of being inappropriate. Therefore, finding a cure of damaging is necessary and inevitable.

This study represent the importance of the job proportion in rising the function of the employees, in addition to, makes manifest the degree of business indexes, examined and identified the absorption of the employees and ranked by preference, for managers of the organization.

Charging the employees in a proper job and developing the job proportion in which the rules of values, cultures, personality and perception about working are considered and there is basis for creativeness, will be effective and encourage the individuals for working better. There fore, to make profit will be increased and the safety and mental health of the society be obtained. Besides, the Rial and time expenses for training the experts will be justified and administered in the right channels.

Research questions
1- What are the essential and secondary indexes effecting on choosing persons in the public and private sections of Qazvin`s business? And how much effect do these indexes have on developing the job proportion?
2- Which strategies have effect on developing the job proportion in the public and private section?
3- In what order is the preference of these strategies effecting on developing the job proportion?

Literature of the research
The recently researches have been shown that the last and very important and serious problem and difficulties in relation to the developing countries is the lack of adjustice between the needs of society and the proper use of specialists by organizations are not (19).

Researchers as Werbel,Glliland,1999, Gomeri 1996,Kristof 1996 and Bouen 1991 ,believe that there should be proportion between person and organization, and they also mention that such factors as type of personality, values and the requirements of the applicants are so important for choosing the competent employees. Jousiyoos, also says that physical, mental, emotional, social and behavioral conditions are the essential factors for choosing personnel.

Bouental believes that prosperity of the organization in quick environmental change required to employ the personnel in appropriate with the whole of the organization.

Dave Ulrich believes that organizational capabilities created by investigation in the human resources.

Kristof Brown, (2005) points out that correspondence of the job has an effective role in increasing the satisfaction from job and organizational obligation and also in decreasing the abandonment of the organization.

Harris and Fleming believe that evaluation of the human's personality has an important role in the proportion of person and job, so it should be taken into consideration in personnel employment. (Verger 2003, Kristof and Brown 2005, Hofmen and Vehr 2006), says that usually when the discussion is about adaptation of person with the job, it means the adaptation of skill and knowledge of the employee with the job. The adaptation of employees` personality

and their requirement with job ignored while this problem is observed in the next steps and during the work. Analysis of the relationship between education and job success of graduates employed quota shows that there is significant positive relationship between academic ability and professional teachers, Pedagogical content knowledge and attitudes of the educational content of the educational content in the proficiency level of successful job graduates.

MATERIALS AND METHODS

This study is a descriptive research of measurement and can be accounted as an applicant research, because it seeks the solution of the problem and the results should be used practically. The candidates in this study included 33 who were members of scientific clients of the Qazvin University. Directors of human recourses, experts of educational management and specialists working for attraction and providing personnel, while they have bachelor degree and higher levels and all of them worked in Qazvin`s public and private sections (offices, factories, institutes, universities, etc.) that they as an adept group answered the questionnaires and interviews. They had at least 5 years experiences in human resource major and the average of their precedence was 11.5 years. The other factors for choosing this group were having precedent in the management or similar positions, having the ability and special skills related to human resources, attracting and employing the personnel having the proper inner and outer relationships. The measurement instrument of this research was questionnaire. In the first step, the essential and secondary factors, which are effective on developing the job proportion, recognized by the questionnaire with Linkrit spectrum. After recognition of such factors, which are also effective on the public and private sections and obtained by questionnaire number 2, they were ranked by Barda method.

1- Using the method of descriptive statistic for account factors, which are effective on the proportion of the job in the public and private sections.
2- The mathematical method of Barda which is including these steps:

Step 1: Some indexes, interval scale (pointing) for quality indexes and relative scales for quantity indexes, were used by group in taking decision to make rij values (for each indexes of j) from Euclid conversion (for each decision-maker of p) immeasurable.

Step 2: There would be a matrix which its rows indicated the selections and its columns shows the views of each DM on the basis of an index, so the matrix of would be assumed for n indexes.

Step 3: Sum of the rows for p decision-maker is obtained in individual matrix and the last rank of each selection for individual indexes of j is accounted, so the row with the highest sum is the first rank and the one with the least sum is the rank of *m*.

Step 4: The matrix of Gm×m is derive by assumed vector of w in such a manner that elements of this matrix which its rows and columns indicate the selections and the ranks by order, is obtained from the sum of the scales that a selection has gotten by considering its rank in different indexes.

Step 5: solving the liner programming model by the method of Lingo:

$$\Sigma Max \begin{cases} w = \Sigma\Sigma\gamma ij Yij \\ \textbf{S.T} : \Sigma Yij = 1 \\ \quad \Sigma Yij = 1 \\ Yij = \begin{cases} 1 \\ 0 \end{cases} \end{cases}$$

RESULTS AND DISCUSSION

Findings of this research include 3 kinds of information as following:
- Determining the essential and secondary indexes of the job proportion and their effects in the public and private sections by the method of mathematical average and also omission of the factors with grades lower than 3.5:
- Average of the experts` opinions about the importance of original dimensions
Individual characteristics:
- Secondary indexes of mental and psychological
- Secondary indexes of skill and abilities
- Secondary indexes of knowledge and education
- Secondary indexes of precedents and experiences

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- Secondary indexes of Scio-economical factors
- Secondary indexes of employment and attraction

Table 1. Average of experts' opinions on key and principle aspects of dimension

Dimension	Average	
	Public sector	private sector
Personal information	3.54	3.81
Psychology characters	3.57	4.03
Abilities and skills	3.66	4.45
Education and knowledge	3.97	4.03
Experiences	3.55	4.18
Social and economic factors	3.51	3.51
Hiring and recruitment	3.96	3.55

Table 2. Sub-index profile

Dimension	Average	
	Public sector	private sector
Age	3.73	3.61
Gender	3.18	3.36
Marital	2.88	2.88
Loading	2.73	2.82
Adornment and appearances	2.91	3.82
Family History	3.39	2.97
Religion	3.57	2.64
Physical Properties	3.36	3.73
Military Status	3.36	3.12
Reagent	3.42	4.06

Table 3. Subsidiary of emotional and mental

Dimension	Average	
	Public sector	private sector
Personality Type	3.06	3.76
Humility	3.30	3.51
Confidence	3.76	4.21
Positive approach	3.88	4.30
A strong work ethic	3.79	4.33
Punctuality	3.97	4.55
Social Discipline	4.15	4.21
Physical ability and mental health	4.12	4.42
Mental and emotional balance	3.79	4.39
Volunteer needs and goals	3.03	3.66
Interest and motivation	3.18	3.90
Emotional Maturity	2.89	3.30

Table 4. A subsidiary of skills and abilities

Dimension	Average	
	Public sector	private sector
Communication skills	3.48	4.15
Creativity and initiative	3.30	4.30
Technical skills	3.51	4.30
Conveying content speed	3.27	4.06
Intellectual ability	3.42	4.12
Distinctness of expression	3.39	3.76
Comprehension	3.51	2.97
Willingness to work together	3.45	4.12
Communicating with suppliers	3.33	4.03
Tolerance of individual	3.70	3.15
The ability to build relationships with fellow	3.66	3.90
Type of skill or expertise	3.51	4.27
Speed	3.57	4.30
Verbal skills	3.12	2.54
Writing skills	3.57	2.61
Communication skills with supervisors	3.75	3.06
Preparing for Change	3.18	4.18

Table 5. A subsidiary of Knowledge and Education

Dimension	Average	
	Public sector	private sector
field	3.82	4.09
Degree	3.85	3.93
Overall GPA	3.36	3.39
University	3.23	3.54
Year of Graduation	2.36	2.70
Foreign language proficiency levels	2.97	3.91
Level of computer proficiency	3.64	4.15
Quota Entry	2.73	2.21
Optional Courses	1.82	2.03
Training courses	2.79	3.27

Table 6. Sub-index Experiences

Dimension	Average	
	Public sector	private sector
Experiences	3.36	4.21
Encourage letter and previous posts	3.58	3.85
Causes of turnover and service intervals	3.84	3.48

Table 7. Sub-indices of economic and social factors

Dimension	Average	
	Public sector	private sector
The number of applicants	3.58	3.79
Possibility of participation in non-office hours	3.03	3.79
Clearance	4.09	4.03

Table 8. Employment sub-index and absorption

Dimension	Average	
	Public sector	private sector
Written employment test scores	4.21	3.36
The practical exam	3.97	3.96
Success in Interview	4.42	4.06

1. Determining the strategies which are effective on the job proportion in the public and private sections:
Strategies that are effective on the job proportion for developing the job proportion in the public and private sections, were recognized according to the studies in the course of the leading literature of human resource experts and managers and also searchers monitoring and guiding while the leadership styles are made corresponded with the requirements of different group of the employees.

Table 9. leadership styles and researches

No	strategy's type	Leaders' aims	Sample of jobs	Researcher
1	Guidance (public sector)	Provide specialized instruction to ensure employee compliance variability, offering bonuses based on hours of work or lack of affiliation or long-term commitment.	Administrative positions, technical jobs, assembly, answering machine level, planner, consultant	Leadership theory (McGregor 1960), research on punishment (Ivan Ovich 1980)
2	Exchange (General)	Quality assurance functions for corporate purposes, invest in training and development, provide appropriate rewards and maintain a balanced exchange relations.	Accountant, administrative positions, engineering, dealer, Graphic Designer	Equity theory (Adams, 1963), expectancy theory (Vroom 1964
3	Transformative (General)	This vision of unity is necessary, using valuable manpower, building mutual trust,	Statistical consulting services, architecture, consulting	Sociology of charisma (Weber, 1964), transformative leadership (Bas 1985, Berner 1978)
4	Enabler (General)	Investment on domestic development, participation in decision-making, encourage creativity and innovation, reliability and commitment to the organization.	Analyst, artists, strategic planner, middle management, design engineers	Research on the Management of collaborative and participative goal setting (Likert 1961, Latham 1990) (9)
5	Reduce costs (private sector)	Job descriptions are relatively fixed and unambiguous focus on short-term results,	……………………..	Acur et al.,2003

		employees should be required to have a minimum level of stability and security for staff training and development to be considered.		
6	Quality General)	Lucent jobs descriptions, employee participation in decisions about initial conditions typical of their work environment, job training and staff development to the vast, great attention to quality and process	………………………..	Acur et al.,2003
7	Flexibility (general)	Interaction and coordination of groups of bits, staff must be highly creative, risk-taking, visionary and have a high tolerance of ambiguity. Emphasis on long-term results.	………………………….	Acur et al.,2003 San tos,2000 (8)
8	Transformation function (the private sector)	All elements associated with the total enterprise and internal service chain, supply chain. Decrease over time due to the product innovation process. Providing replacement parts quickly and giving prompt service All employees are committed to their development goals.	………………………..	Acure et al. 2003. (7)

1- To make the preference for the solutions which are effective on the job proportion for developing the job proportion in the public and private sections by using Barda method and Lingo software:

3-1- In the public section

$Max(z)=0.062*x11+0.94*x14+0.361*x22+0.641*x23+0.383*x31+0.258*x32+0.361*x33+0.557*x41+0.386*x42+0.062*x44;$

s.t:

x11+x12+x13+x14 =1;
x21+x22+x23+x24 =1;
x31+x32+x33+x34 =1;
x41+x42+x43+x44 =1;

Row	Strategy
1	Enabler
2	Transformative
3	Exchange
4	Guidance

x11+x21+x31+x41 =1;
 x12+x22+x32+x42 =1;
x13+x23+x33+x43 =1;
x14+x24+x34+x44 =1;

3-2- In the private section:

$max=0.062*x11+0.024*x12+0.557*x13+0.14*x14+0.8*x21+0.14*x22+0.62*x24+0.14*x31+0.619*x32+0.249*x33+0.14*x43+0.8*x44;$

s.t:

 x11+x12+x13+x14 =1;
 x21+x22+x23+x24 =1;
x31+x32+x33+x34 =1;
x41+x42+x43+x44 =1;

Row	strategy
1	quality
2	Flexibility
3	Expenditure reduction
4	Submission process

x11+x21+x31+x41 =1;
 x12+x22+x32+x42 =1;
x13+x23+x33+x43 =1;
x14+x24+x34+x44 =1;

CONCLUSION

Results shows that some of the essential indexes, which are effective on choosing the employees in Qazvin`s public and private sections of work, are knowledge and education, skills and abilities, mental and psychological characteristics, precedents and experiences, employment and attraction, Scio-economical factors and individual personalities that each of them has secondary indexes which are effective in the business. It seems that if the recognized factors are controlled at the employing and choosing level, they can bring up the job proportion to the most possible level because persons are different in the course of potentials, interests, abilities and the other characteristics. Individuals` abilities and special potentials are required for being successful at the job. We usually ignore the correspondence between the job proportion and the employee when it is seen at the next steps; moreover,

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during the work. It should be remember that gathering and using the individual information about persons are so effective specially for prediction of the person`s possible function at the research indicate that the strategy which makes capability is the most effective strategy in developing the job proportion in the public section. Its main purposes are inner developing and valuable and special human research for company, getting high commitment and long time relationships and individual benefits of competition.

Quality is the most effective strategy in developing the job proportion in the private section. The leader must pay so much attention to quality and the process of production, and actions should be done with low risk. In addition, the employees must high level of commitment.

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