

## EMPLOYABILITY ANALYSIS IN PROFESSIONAL EDUCATION

### ABSTRACT

Under unfavorable economic scenarios, companies need to decrease their costs. Uncertainty, as how long will last the scenario, brings a dilemma to human resources managers: *Should an employment be terminated?* In case of a suspension or a termination, a decision-making arises: *which employment shall be terminated?* In service companies, as the education institutions, employments are associate with employees. The decision-making changes to *should an employee be fired?* Obviously, the decision shall not be based only on costs. That is, a multi-criteria decision model shall provide a complete analysis. This paper presents a model for employability analysis in a Brazilian institution of professional education.

Keywords: employability, human resources, professional education.

### 1. Introduction

Under unfavorable economic scenarios, companies need to decrease their costs. Human resources (HR) are often one the first kind of resources considered to cut. Uncertainty, as how long will last the scenario, brings a dilemma to human resources managers: *should an employment be terminated?* In case of an employment suspension (*layoff*) or a permanent termination (*firing*), a decision-making arises: *which employment shall be terminated?* In service companies, as the education institutions, employments are associate with employees. The decision-making changes to *should an employee be fired?* In this paper, a multi-criteria model is presented to support HR managers in the sad decision to select an employee to be fired. Then, Analytic Hierarchy Process (AHP) will be applied to solve a multi-criteria selection problem. The AHP-based model resulting overall priorities will be values for the employability index. The research aim is to provide a fair justification for the fired employee, perhaps, pointing to necessary improvements for a next employment.

### 2. Literature Review

Employability is the employee ability to keep the current job or the get a desired one (Rothwell & Arnold, 2007). Three dimensions facilitate the identification and concretization of career opportunities within and between organizations: *career identity*, *personal adaptability* and *social and human capital* (Fugate, Kinicki, & Ashforth, 2004). Career identity relates with an individual's identity style. Personal adaptability is the ability to adapt or be prepared to change personal factors to meet organizational requirements. Social capital contributes as an interpersonal element for employability. Human capital refers to a number of factors that influence a person in career advance variables.

### 3. Hypotheses

This study should lead to an appropriate model to define HR management strategies. The model supports the strategic planning of the institution. One of the decision analysis that must be performed is who employee is should be kept in the organization. For this, it will be necessary to evaluate the profiles of the employees.

### 4. Research Design

*Should an employee be fired* is a decision to be made not based only on costs. That is, a multi-criteria decision model shall provide a complete analysis. An AHP-based model is *simple* in construct, *adaptable* to both groups and individuals, *natural* to intuition and general thinking, *encourage* compromise and consensus building, and *not require* inordinate specialization to communicate (Saaty, 2013). Criteria to analyze employability are presented in Table 1.

Table 1: Criteria to employability analysis

Criteria	Definition
Performance	Employee performance on their assignments
Multi-skilling	Ability to act in the segment
Education	Level of formal education
Key programs	Employee connection with important resources for the company
Varied experience	Previous experiences in different companies
Salary	Monetary value
Time in Company	How long the employee works in the company

### 5. Limitations

The data will be collected in a Brazilian institution of professional education. However, the multi-criteria model and the results can be generalized.

### 6. Conclusions

With the proposed AHP-based model, HR managers will be able to decide which employees are the most suitable to keep in the company.

### 7. Key References

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