

Dosunmu, Margaret Moronke, Ph.D

Dept. of Educational Management and Business Studies,
Olabisi Onabanjo University, Ago-Iwoye, Ogun State, Nigeria. e-mail: akinmoe2007@yahoo.com.
Tel. No.: 08034971775

Employability Skills as Predictor of Innovative Work Behaviour of University Secretarial Staff in South-west, Nigeria.

Abstract: Innovation is very important for the secretarial staff in the university system, especially those who want to develop themselves and become assets to the organization. The role of the secretarial staff as the custodian of information in the university cannot be over-emphasized. The performance of the secretarial staff depends on the knowledge, skills and abilities possessed by them. This study examined the extent to which employability skills and organizational citizenship behaviour would predict innovative work behaviour of University secretarial staff in South-West, Nigeria.

The study adopted a descriptive research design of ex-post facto type. Nine (9) hypotheses were formulated to guide the study. The sample for the study consisted of 1,209 (one thousand two hundred and nine) secretarial staff in 36 (thirty-six) universities in South-West, Nigeria selected through stratified random sampling technique. Four (4) instruments were used for data collection namely: Demographic Data Form, Graduate Employability Scale (GESS), 'r'=0.86; Organisational Citizenship Behaviour Scale (OCBS), 'r'=0.96; and Innovative Work Behaviour Scale (IWBS), 'r'=0.95. Multiple Regression Analysis (MRA) and Pearson Product Moment Correlation (PPMC) were used to analyse the data at 0.05 level of significance.

The results showed that there was a significant composite contribution of employability skills, organisational citizenship behaviour to the innovative work behaviour of university secretarial staff ($R^2 = .90$, $F(2,1166) = 0.109$). Employability skills ($\beta = -0.004$; $t = 0.233$) and organisational citizenship behaviour ($\beta = 0.011$, $t = 0.404$) had relative contribution to innovative work behaviour, but organisational citizenship behaviour was the most potent contributor to innovative work behaviour. It was concluded that employability skills and organisational citizenship behaviour jointly predicted the innovative work behaviour of University secretarial staff in South-West, Nigeria. The study recommended, among others, that the secretarial staff should endeavour to seek for more knowledge to equip them with relevant employability skills that will make them to be assets to the organisation. The University secretarial staff should be exposed to regular training programmes with emphasis on how to enhance their employability skills and further improve their creativity.

Keywords: Employability skills, Organisational Citizenship Behaviour, Innovative Work Behaviour, University Secretarial Staff

Introduction

In formal organizations inclusive of the University, secretarial staff occupies strategic position since they add value to the executives' performance of their daily activities and their impact is felt when they exhibited the knowledge, skills and abilities of

the secretarial profession. Akinbode (2010) opined that the secretarial staff has many administrative duties to perform, but traditionally, these duties are mostly related to correspondence, such as typing of letters, keeping records/filing. In the past, the secretaries' role was defined in terms of how well a

task was completed when assigned. However, recent studies have shown that a secretarial staff's willingness to go above and beyond the call of duty in achieving the mission of the organisation is imperative and quite important. The success of any organisation depends on the output of its staff, secretarial staff inclusive by doing more than is required to get a job done. The secretarial staff are expected to display more discretionary behaviours that are not explicitly recognised by the formal organisation reward system. Rehman (2014) defined employability skills as the skills, knowledge and competencies exhibited by an employee to enhance his/her ability to secure and retain a job progress at work and cope with change; secure another job if he/she desires such or enter into the labour market easily at different periods of life cycle without any hitch.

The University system deals with students, staff and information processing to a very great extent. Different categories of secretarial staff are employed to carry some functions; this category ranges from Personal Secretaries to Confidential Secretaries. Therefore, secretarial staff have been described as the key personnel concerned with office information processing (Nwosu, 2000; Obayi, 2009; Ezenwafor & Okeke, 2011 & 2012). Nwosu (2000) in Ezenwafor (2009) asserted that secretarial staff are the live wire or blood stream of every organisation. The implication of this assertion is that no office can run effectively without a secretarial staff who understands and plays organisational roles actively. Organisations need highly innovative secretarial staff in order to meet their goals, deliver the products and services they specialise in and, finally, to achieve competitive advantage.

Atakpa (2010) opines that secretarial functions everywhere in the world have undergone a lot of changes. A lot of innovation is being noticed on ways how things are being done in the office. Office automation and equipment had made the secretarial work to be easier. But despite the introduction of new machines and technology, an office manager craves for secretarial staff who possesses high level of employability skills and innovative work behaviours. In the definition of Bolade (2002) a secretarial staff is a warm, endless helpful and understanding individual whose sole

aim is to alleviate, solve, prevent or soften problem workload of the executive. The secretarial staff assist the executive in handling some office tasks which ordinarily will take some time for him to do. The effectiveness of the University secretarial staff which makes him/her to be different from other staff in the University requires certain attributes. Obayi (2009) posits that success in business requires ability to maintain composure when things go wrong (for example, being diplomatic in rejecting an offer without hurting the clients), ability to be considerate and tolerant of others even when they are annoying and ability to go an extra mile in accomplishing tasks under extreme pressure. Despite the attributes of the secretarial staff mentioned above, some bosses still complain about the non-effectiveness of the secretarial staff. As posited by Akinbode (2010), there had been a general outcry by office managers about the poor service delivery, declining industrial efficiency and negative job attitudes, lateness to work, dereliction of duties, 'eye service', sabotage, and divided attention (operation of private businesses) at the expense of official work by some secretarial staff. These seeming organisational failures have assumed a critical dimension which calls for urgent attention. It has also been observed that the secretarial staff attitudes to work have manifested in gross inefficiency, lack of commitment and job involvement (Fagbemi, 1981; Ejimofor, 1987).

Innovation is very essential for secretarial staff who wants to develop themselves and become an assets to the organization. Innovation can be introduced by the secretarial staff on how works could be done, putting her points across succinctly; accuracy in the use of figures, especially when computing data. On the technical and professional competencies, an innovative idea is needed by the secretarial staff in note-taking; versatility in the use of the computer and other electronic gadgets for processing of information and computation of results. The quality and the output of the work of the secretarial staff show how competent and efficient such secretarial staff is, as a great deal of work has to be done within a set of time with satisfactory output. Secretarial staff are required to perform certain roles in the University particularly to contribute to the performance or the benefit of the institution. Secretarial staff's innovative work

behaviour (IWB) is a specific key asset for the University to remain successful in a complex and dynamic environment. De Jong and Hartog (2010) opined that the ability to continuously innovate products, services and work processes is crucial for organizations. Organisations are faced with greater demand from their clients, there is need to engage in Innovative Work Behaviour to create and deliver the products/services to stay competitive and lead the change process. To achieve this, organizations make use of their employees to innovate the process, methods and operations of their productions. Such act will make the organisation to benefit from the Innovative Work Behaviour of its employees (Nagarajan, R. Flood, P. C. & Slattery, T. 2005).

Organisational Citizenship Behaviour seems to be a major main predictor of innovative work behaviour. Secretarial staff are more engaged in Innovative Work Behaviour if organisational citizenship behaviour is inherent in them (Obiora&Okpu, 2015). It is very important to understand that organisational citizenship behaviour in every University setting is germane, where public University is facing stiff competition with the proliferation of approved private Universities throughout the nation. There is a limit to where secretarial staff can stretch themselves, but when organisational citizenship behaviour is imbibed, secretarial staff feel that it is their work (and they are not working for the University), as such they will be more involved, more positive and ready to work without having any feeling of pressure. When a secretarial staff notices the signals from their workplace that they are valued, appreciated and important, they are more likely to show citizenship behaviour by doing more than is required of them.

Van der Heijden (2003) defined employability skills as continuously fulfilling, acquiring or creating work through the optimal use of competencies. According to Hillage and Pollard (1998) in Hind and Moss (2011), employability refers to a person's capability for gaining and maintaining employment. Hillage and Pollard (1998) view employability as having the capability to gain initial employment, maintain the employment and obtain new one if need be. Yulianto, (2019) emphasized that every employee

must have employability skills to improve the competitiveness, success, productivity and profits of the organisation.

For secretarial staff, employability depends on the knowledge, skills and abilities they possess, the way they present those assets to employers and in the context of personal circumstances and working environment (Hind & Moss, 2011). Brown and Hesketh (2004) defined employability skills as the relative chances of getting and maintaining different kinds of employment. Employability skill not only depends on whether one is able to fulfill the requirements of specific jobs, but also on how one stands relative to others within an hierarchy of workers (Brown & Hesketh, 2004). Employability skills are not only learnt in schools, but they can be developed while working. In essence, when students are placed on industrial attachment during the course of their study, they are exposed to some machines which are not available in the classroom. Also some skills like interpersonal relations, secretarial skills and communication skills are learnt while they undergo the industrial attachments. This work intends to find out if employability skills can actually predict the innovative work behaviour of the University secretarial staff in South-West, Nigeria.

Statement of the Problem

Innovative approach to work performance is of great concern in today's work environment, the University system inclusive. The duties of the secretarial staff in modern day University system has been viewed beyond the functions of typing of letters, keeping of records and correspondences to the overall management of the office system which include managing subordinates/super-ordinates; and the application of modern technologies in the performance of duties. Managers are looking for secretaries who are versatile with new technologies in handling information and ability to bring in new ideas that will better the works of the office. Innovations are necessary for the secretarial staff, not only for word processing but for good command of English and proficient use of modern gadgets to get the work done swiftly, thereby saving time and energy. Today, in the rapidly changing environment, success and survival of knowledge based organization depends on innovation. Firms

and organizations must innovate on a continuous basis to stay competitive and to survive in the long run. Many researchers suggest that the extent to which any organization can continuously innovate is linked to innovative work behaviour displayed by the employees. Despite the importance of innovation on the employees which leads to positive organizational and individual outcomes, most researches are concentrated on analyzing the organizational innovation. Thus, not enough has been done to study the innovative work behaviour of secretaries and its encouraging factors such as the skills possessed.

Hypotheses

- HO₁: There is no significant composite contribution of employability skills and organisational citizenship behaviour to the innovative work behaviour of University secretarial staff.
- HO₂: There is no significant relative contribution of employability skills and organisational citizenship behaviour to innovative work behaviour of University secretarial staff.
- HO₃: There is no significant relationship among employability skills, organizational citizenship behaviour and innovative work behaviour of University secretarial staff.

Research Design

A survey research design of ex-post facto type was used in carrying out this study. This offered the researcher the opportunity to collect data without manipulating any of the variables of interest in the study. The study gathered information from the University secretarial staff in South-West, Nigeria. The dependent variable of the study is innovative work behaviour while the independent variables are employability skills. The survey research method adopted for the research work entails the use of questionnaire for data collection on the opinion of respondents on the dependent and independent variables.

Population of Study

The population for this study consisted of 3,292 secretarial staff in Universities in South-West Nigeria.

Sample and Sampling Technique

The sample for this study consisted of one thousand two hundred and nine (1,209) secretarial staff representing 37% of the total population of the secretarial staff in the Universities in South-West, Nigeria. To select the sample, Universities in South-West were stratified into Federal, State and Private. From each of the six (6) states in South-West, one Federal University, one State University and one Private University were selected using simple random sampling technique. In selecting the Universities used for this study, States having just one Federal University or one State/Private University were selected, while one State or Private University was picked through balloting from States that have more than one State University or Private University. In order to select the secretarial staff in each of the selected Universities, (that is Federal, State and Private) 50% of the total population of each of the secretarial staff were selected for this study. This was done using simple random sampling technique. This procedure was used to select the secretarial staff in each selected Universities.

Instrumentation

Graduate Employability Skills Scale (GESS)

This scale was developed by Shane (2006) for the purpose of evaluating employability skills of graduates. The scale was adapted to suit the research focus of the study. The GESS was designed to measure graduate employability skills specifically among graduates. It was therefore considered appropriate for use in the present study to investigate the employability skills of University secretarial staff in South-West, Nigeria. The value of the reliability of the original instrument co-efficient was 0.75. The instrument consisted 68 items and 16 sub-scales. 36 items which are considered to be more relevant to secretarial profession were picked from the 68 items and re-validated with a resultant co-efficient of 0.86. The interpretation was based on a four-point Likert-type. The rating options were as follows: Very critical = 4, Critical = 3, Less Critical = 2 and Not Critical = 1.

Organisational Citizenship Behaviour Scale

(OCBS)

Organisational Citizenship Behaviour scale developed by Organ, Podsakoff&MacKenzie (2006) was used for the study. It consisted of a basis of five dimensions (altruism, conscientiousness, sportsmanship, courtesy, civic virtue) with a 24-item containing of 5 dimensions namely: Sportsmanship, Altruism, Civic Virtue, Courtesy, Conscientiousness. The instrument was re-tested on selected secretarial staff of Olabisi Onabanjo University, Ago-Iwoye, Ogun State. The internal consistency reliability for the adapted scale was found to be 0.96.

Innovative Work Behaviour Scale (IWBS)

This instrument was developed by Janssen (2000), and it was locally adapted by the researcher. This is a 6-item scale consisting of 4 components: opportunity exploration, idea generation, idea promotion and idea implementation. The reliability of the original scale was 0.85. The instrument was finally re-tested on selected secretarial staff at Olabisi Onabanjo University, Ago-Iwoye, Ogun State spanning about three (3) weeks. In the first

week, the instruments were presented to the staff and in the third week, the same questionnaire was administered to the same set of respondents (secretarial staff). Only the items that relates to the study were picked for the purpose of this research, and the reliability of the locally adapted version of the scale was high (Cronbach co-efficient Alpha 'r'=0.95).

Method of Data Analysis

The data collected were analysed through descriptive and inferential statistics for the research questions, while inferential statistics of Multiple Regression Analysis (MRA) was used to test hypotheses 1–3 at 0.05 level of significance.

RESULTS

HO₁: There is no significant composite contribution of Employability skills and Organisational Citizenship Behaviour to the Innovative Work Behaviour of University secretarial staff in South-West, Nigeria.

Multiple R = 0.914					
R-square = 0.900					
Adjusted R-Square = 0.902					
Standard Error = 5.119					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	5.730	2	2.865	.109	.036
Residual	30504.375	1164	26.207		
Total	30510.105	1166			

*Significant 0.05 Source: Responses from questionnaire

Table 1 revealed a significant composite contribution of employability skills and organisational citizenship behaviour to the innovative work behaviour of University secretarial staff in South-West, Nigeria ($F_{2,1164} = 0.109$; $p < 0.05$). This means that Employability skills and organisational citizenship behaviour jointly predicted innovative work behaviour of University secretarial staff in South-West, Nigeria. The analysis yielded co-efficient of multiple regression of 0.914 and multiple R-square of 0.900 and adjusted R-

square of 0.902 indicating that all the independent variables accounted for 90% of the variation in innovative work behaviour of University secretarial staff in South-West, Nigeria. The null hypothesis two is rejected.

HO₂: There is no significant relative contribution of employability skills and organisational citizenship behaviour to innovative work behaviour of University secretarial staff in South-West, Nigeria.

Model	Unstandardized Coefficients			
	B	Std. Error	T	Sig.
(Constant)	51.542	2.984	17.275	0.000
Employability Skill	0.004	0.017	.233	0.016
Organisational Citizenship Behaviour	0.011	0.028	.404	0.037

*Significant 0.05Source: Responses from questionnaire

Table 2 revealed the relative contribution of each of the independent variables (Employability skills and Organisational Citizenship Behaviour) to the prediction of the dependent variable (Innovative Work Behaviour). ES (B = -0.004; t = 0.233; p<0.05) and OCB (B = 0.011; t = 0.404; p<0.05). This means that employability skills and organizational citizenship behaviour independently predicted innovative work behaviour of University secretarial staff in South-West, Nigeria. The result also indicated that organisational citizenship

behaviour is a more potent contributor to innovative work behaviour of the University secretarial staff (B=0.011; t = 0.404; p>0.05) followed by employability skills (b=0.004; t=0.233; p>0.05).

HO₃: There is no significant relationship among employability skills, organisational citizenship behaviour and innovative work behaviour of University secretarial staff in South-West, Nigeria.

Variables	MEAN	SD	ES	OCB	IWB	Remark
ES	142.87	8.633	1	.909*	.907*	Sig.
OCB	59.68	5.351	.909*	1	.912*	Sig.
IWB	50.29	5.115	.907*	.912*	1	Sig.

*Significant 0.05Source: Responses from questionnaire

Table 3 showed that there is a significant positive relationship between employability skill and organisational citizenship behaviour (r = 0.909). Similarly there is a significant positive relationship between employability skills and innovative work behaviour (r = 0.907). The result further showed that there is a positive relationship between organisational citizenship behavior and innovative work behaviour (r=0.912).

Discussion

In the first hypothesis established significant contribution of the independent variable (employability skills and organisational citizenship behaviour) when combined. The result revealed that 90% of the variations in the innovative work behaviour of secretarial staff are jointly explained by the variations in employability skills and organisational citizenship behaviour. In essence, employability skills and organisational citizenship

behaviour influence the innovative work behaviour of University secretarial staff. The findings were in agreement with the work of Noor and Dzulfkith (2013) that organisational citizenship behaviour can enhance creativity among the employees. Their findings also found out that there is significant effect of organisational citizenship behaviour on innovative work behavior.

Hypothesis two established that there is a significant contribution of the independent variables (ES and OCB) to the prediction of innovative work behaviour. This means that employability skills and organisational citizenship behaviour independently predicted innovative work behaviour of University secretarial staff. The result also indicated that organisational citizenship behaviour is a more potent contributor to innovative work behaviour of University secretarial staff than employability skills. This could be attributed to the fact that if a secretarial staff who possessed all the necessary

employability skills and cannot exhibit discretionary behaviour like relating well with superiors and subordinates, this may lead to low performance (innovative work behaviour) of such secretarial staff. A cordial relationship among workers tends to promote unity, strength, vigour and enthusiasm to move the organisation forward. This result is in collaboration with the works of Obiora and Okpu (2015) which stated that creativity and organisational citizenship behaviour in the Nigerian hospitality industry, where their work revealed that opportunity for creativity is strongly related to organisational citizenship behaviour (altruism, conscientiousness, civic virtue, courtesy, and sportsmanship). Obiora and Okpu (2015) suggested that an organisation conducive for creativity tends to promote extra discretionary employee behaviour. Similarly, Arefin and Raquib (2015) confirmed that there is a relationship between high performance work systems and organisational citizenship behaviour.

The result of correlation analysis for hypothesis three established a significant relationship between and among employability skills, organisational citizenship behaviour and innovative work behaviour. The findings agreed with the works of Li and Zheng (2014) that innovative work behaviour is affected not only by employees' commitment and individual psychological capital but also by the organisational citizenship behaviour. Iranzadeh and Amlashi (2014) posited that creativity and innovation of personnel play important role in organization success, so preparing the context and planning those characteristics will advent growth in the organisation's citizenship behaviour, which has a direct relation with innovation. Similarly, Dorner (2012) showed that innovative work behaviour has a positive and significant relationship with employability skills. Pyman, Holland, Teicher, and Cooper (2010) also asserted that the employability skills of employees facilitates good working relationships between the organisation's management and employees and may enhance citizenship behaviours in employees.

Recommendations

1. Employability skills and organisational citizenship behaviour should be enhanced

that the innovative work behaviour of University secretarial staff would be improved. This could be achieved by encouraging the secretarial staff with conducive working environment.

2. The staff should be involved in the day-to-day running of the University system and be made to take key positions by playing active roles in the decision making policies, this will further give them a sense of belonging.
3. The curriculum should be fashioned in a way to meet the current requirements a modern office systems demands.
4. Secretarial staff should also endeavour to seek for more knowledge to equip themselves with relevant employability skills that will make them to be an asset to the organisation.
5. The concept of organisational citizenship behaviour is all about seeing the organization as one's own. This concept will work better if the organisation too provides an enabling environment. It is all about give and take. A secretary who is given an enabling environment to display initiatives will definitely exhibit some innovative idea.
6. Organisations should encourage their members of staff in participating fully in the activities of the organisation as the findings showed that organisational citizenship behaviour has effective predictors on innovative behavior.
7. The University secretarial staff should be exposed to regular training programmes with emphasis on how to enhance their employability skills and further improve their creativity.

References

- Akinbode, G. A. (2010). *Personal factors and dispositional characteristics as predictors of job behavior and outcomes*. Unpublished Ph.D Monograph, Department of Psychology, University of Lagos.
- Arefin, S., Arif, I., & Raquib, M. (2015). *The Mediating Role of Psychological*

- empowerment in the relationship between high performance work systems and Organisational Citizenship Behaviour. *European Scientific Journal*. Vol. 11. 264 – 277.
- Atakpa, R. A. (2010). *Office Practice and Management: Practical Approach*. Royal Pace Publications, Agbor.
- Bolade, Y. (2002). Secretarial Efficiency in Automated office. *Journal of the School of Vocational and Technical Education*.
- Brown, P., & Hesketh, A. (2004). Employability in a knowledge-driven economy. *Journal of Education and Work*, 16(2) 107 – 123.
- Dorner, N. (2012). *Innovative Work Behaviour: The Role of Employees' expectations and effect on job performance*. An unpublished dissertation of the University of St. Gallen, School of Management, Economics, Law, Social Sciences and International Affairs.
- Ejiomofor, B. I. (1987). *Organisation commitment as a function of leadership styles in Nigerian organizations: A study of three commercial banks in Lagos*. Unpublished Master Thesis, Department of Psychology, University of Lagos, Lagos.
- Evers, F. T., Rush, J. C., & Berdrow, I. (1998). *The bases of competence. Skills for lifelong learning and employability*. Jossey-Bass Publishers, San Francisco.
- Ezenwafor, J.I. (2009). Civil servants perception of the relevance of Shorthand to the effectiveness of confidential secretaries in the era of office automation. *Business Education Journal* 7(1), 106-113
- Ezenwafor, J.I. (2011). Challenges and strategies for training and retraining university staff in the era of information and communications technology. In *The Professional Secretary. Journal of the University Secretarial Staff Association* 2(2), 15-24.
- Ezenwafor, J.I. & Okeke, A.U. (2011). Skills needed by confidential secretaries for effective performance as perceived by top civil servants. *African Journal of Interdisciplinary Studies* 4(1), 15-22.
- Ezenwafor, J.I. & Okeke, A.U. (2012). Retraining university secretarial staff of effectiveness in the work environment of the ICT era. *International Journal of Educational Research and Development* 4(1), 130-136.
- Fagbemi, F. (1981). *Major variables that influence the African worker*. Unpublished MSc Seminar paper, Department of Psychology, University of Lagos, Lagos.
- Hillage, J. and Pollard, E. (1998). *Employability: Developing a framework for policy analysis* (London: Department for education and employer).
- Janssen O. (2000). The Joint Impact of Perceived Influence and Supervisor Supportiveness on employee Innovative behavior. *Journal of occupational and Organizational psychology*, 78, 573-579.
- Janssen, O. (2003). Innovative Behaviour and Job Involvement at the price of conflict and less satisfactory relations with co-workers. *Journal of Occupational and Organizational Psychology*. (76), 347 -364.
- Iranzadeh, S. & Amlasi, M. K. (2014). Comparative study of OCB effects on improving the performance of governmental and private banks employee. *Journal of Applied Science and Agriculture* 9(7) 2754 -2761.
- Li, X. Y. & Zheng, Y. S. (2014). The Influential factors of Employees' Innovative Behaviour and the Management Advices. *Journal of Service Science and Management*. Vol. 7. 446 – 450.
- Nagarajan, R., Flood, P. C. & Slattery, T. (2005). Determinants of Innovative Work Behaviour: Development and Test of an Integrated Model. *Creativity and Innovation Management*. 14(2), 143 – 150.
- Noor, H. M. & Dzulkifli B. (2013). Assessing Leadership Practices, Organisational Citizenship Behaviour and its effect towards Innovative Work Behaviour in R & D. *International Journal of Social Science and Humanity*. 3: 129 – 133.
- Nwosu, B.O. (2000). *A brief introduction to Office Practice*. In B.O. Nwosu (ed.). *New era Office Practice*. Owerri: Joe Mankpa's Pub.
- Obayi, A.U. (2009). *Office secretarial and managerial dynamics*. Enugu: PaN-Afric

- Pubs.
- Obiora, J. N. & Okpu T. (2015). Creativity and Organisational Citizenship Behaviour in the Nigeria Hospitality Industry. *International Journal of Managerial Studies and Research*. 3 (3). 9–20.
- Pyman, A., Holland, P., Teicher, J., & Cooper, B., (2010). Industrial relations climate, employee's voice and managerial attitudes to unions: an Australian study, *British Journal of Industrial Relations*, 48, 2, pp. 460–480.
- Rehman, S. (2014). Employability skills: The Need of the Graduates and the Employer. *Journal of Management Research and Analysis*. 1-6.
- Shane, S. A. (1994). Are champions different from non-champions? *Journal of Business Venturing*, 9(5), 397–421.
- Van der Heijde, C. M. (2003). *The development and psychometric evaluation of a multi-dimensional measurement instrument of employability*. Proceedings of the 3rd International conference organized by the Dutch HRM Network, Netherlands: University of Twente.
- Yulianto, S. B. (2019). Employability of Vocational Graduates: Implementation of Curriculum IOF Level 2. *Psychology*. 24 - 36