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Performance of Work Practices in Job Embeddedness in IT Sector Employees

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Abstract

The study highlighted the participation of IT sector employees in performance of work practices and examine the intention of employees working in IT sector. The study has also explored some influencing demographic variables of job embeddedness such as age, gender, educational qualification and salary etc. the objective of the study to explore the participation of IT sector employees in performance of work practices through genuine effort, identify the learning outcomes of job related skills, and formal training sessions, explore the management involvement in elaborating decisions, and examine the performance judgement is based on objective quantifiable results. Found that the opinion of the respondents remain same when analysis on the basis of learn job-related skills, new employees are given formal training sessions, and my performance judgement is based on objective quantifiable results.

Keywords: Job embeddedness, IT sector employees, Performance of work practices.

Introduction

Nowadays, information technology is one of today's fast-growing career fields sector. The IT sector in India is a vast sector that comprises such as information technology services, outsourcing, and consulting. The Information Technology Sector of Northern India contributes a very big ratio to the national economy. Delhi NCR has become one of the fastest-growing economic regions of the country. Delhi NCR is one of the major sectors in India. The Information Technology sector is one of the fastest-growing sectors worldwide providing jobs full of opportunities for professional success. The growth of various IT sectors across the country such as Bangalore, Delhi National Capital Region (NCR), Pune, Hyderabad, etc. Regardless of the structural challenges posed to the IT sector in India, Delhi NCR motion a dynamic and highly-functioning ecosystem that sees investors, government policymakers, skilled professionals, etc. The world is changing fast. To stay competitive, businesses must be ready to embrace IT transformation in their operations, tap into business data in new ways, and rethink IT system management. The future of IT brings with it unprecedented opportunities for businesses that are well prepared.

Job Embeddedness

According to Karatepe, (2012) the concept of job embeddedness has mostly been studied in western countries. The term Job embeddedness refers to embedding forces that confound an employee in a particular job (Mitchell et al., 2001). It works both inside and outside the workplace. It is generally considered as a theoretical foundation for the employees'

retention (Coetzer et al., 2017; Rubenstein et al., 2020; Tariq and Ding, 2018) while it can predict the behavioral consequences (Holtom and Inderrieden, 2006), which are sometimes deviant. According to Mitchell et al., (2001) it also represents the sum of forces affecting an employee's retention in any organization. This concept should be also distinguished from turnover because, instead of focusing on the psychological process of quitting, its emphasis is on several factors making an employee keep the job (Reitz and Anderson, 2011). In this respect, it refers to a counterforce based on which the employees are stuck in any job and makes them find it undesirable to quit any organization (Mitchell et al., 2001). Therefore, job embeddedness is referred to by three dimensions of links, fit, and sacrifice, all of which are sub-dimensions of both on-the-job embeddedness i.e., organization, and off-the-job i.e., community components. According to William et al., (2014) it is conceptualized to be six-dimensional such as organizational links, organizational fit, organizational sacrifice, community links, community fit and community sacrifice. In other words, according to Mitchell et al., (2001) it is divided into two main components of organizational and community embeddedness. The term organizational embeddedness defines to some accumulated job restrictions confounding an employee within a particular job. According to Harris et al., (2011), the concept of community embeddedness refers to the collective forces existing outside the organization which makes employees stuck in any job.

Job satisfaction

The concept of job satisfaction is the most important term for an organization in the long run because it will not only improve the physical, economic, and social conditions of employees but also increases the level of job satisfaction of employees. According to Harris et al., (2011), the quality of the exchange between an employer and employee and its impact on job satisfaction has been mediated by job embeddedness. It can also be defined as an employee's reaction to their work environment and conditions in any situation.

Review of Related Literature

Decha (2018) stated that the relationships among HR practices, organizational job embeddedness, job satisfaction, turnover intention, and confirmation were favourable HR approaches as perceived by employees motivates and job satisfaction were an important relationship between embeddedness and quit intention. Data were collected through a questionnaire survey from 1,028 valid responses accountants and successfully tested and analysed with the help of confirmatory factor analysis, multiple regressions, and a bootstrapping procedure.

Marasi, Cox, and Bennett, (2016) proposed it was found that job embeddedness was signified moderated the organizational trust-workplace deviance relationship. The finding of the study that participants who experienced low organizational trust and high job embeddedness were engaged in more workplace deviance than those experiencing low organizational trust and low job embeddedness. In this study online survey was opted to collect the data and 353 valid responses were considered for the study and the data were analysed with the help of hierarchical regression.

George (2014) identified that study to factor analysis supported the division of the retention factors into organisational and job levels with a two-factor structure. The result indicated that the scores on two subscales are predicted individual workers' intention to remain within their organisation. In this study to the understanding of various factors in the retention of professional workers.

Urbanaviciute and Jurgita (2018) revealed that qualitative job insecurity were indirectly related to turnover intention through the satisfaction of the basic psychological needs for autonomy, competence and relatedness. In addition, the indirect relationships were more salient in the private sector. This study contributed to the existing literature with the provided a replication on basic need satisfaction as a mediator between job insecurity and employee outcomes were studied. Through a survey, the data were collected through a cross-sectional field. In total, 358 valid responses (from 178 private sector and 180 public sector) and further recorded on five points Likert scale. Convenience sampling method was used to analyze the collected data.

Nivethitha as et al. (2017) examined to influence employee's turnover intentions (i.e. Selection, training and compensation practices). Furthermore, it was also founded that in psychological contract breach were enhanced employee's turnover intentions, despite the implementation of effective human resource management practices. This study concluded that to explain the moderating role of psychological contract breach in the turnover intention process in any organizations. A survey was done among frontline employees and successfully collected 294 valid responses. These responses are stored on five- points Likert scale. Multiple regression analysis technique was used to analyse the data.

Martdianty as et al. (2019) exposed that the Job Embeddedness framework informed development of the interview questions, were focussed on participants' lived experiences. Also, textual data were conducted with the help of Thematic analysis. Focused on factors such as cultural, weather, leisure and outdoor activities. The main founded in this study were suggested that distinctive characteristics of SMEs and cultural factors were influenced employees' perceptions of the forces that embedded them in their jobs. Data were collected with the help of semi-structured interviews with valid responses 42 employees from 13 SMEs.

Yunlu as et al. (2018) highlighted that the community relationship building behaviours were positively influence expatriate community embeddedness, and the latter is associated with stronger retention cognitions. Furthermore, in this study founded that, for individuals who have lower levels of organizational identification, community embeddedness was particularly important. A Survey data were used from 127 expatriates in the USA were recorded on Five points Likert scale were found reliable enough to take it further for data analysed. Moreover, multiple hierarchical regression analysis and simple slopes analysis techniques were also carried out.

Shehawy as et al. (2018) indicated that both supervisors' support and employees' advocacy were signified effect on job embeddedness. Furthermore, it was also found that job embeddedness had a significant influence on organisational commitment and intention to quit, which signified the better job embeddedness, the higher the commitment of the employees

towards their present organisations. 870 valid questionnaires were collected and analysed with the help of structural equation modelling using WarpPLS 6.0. And in this study were used a survey among a sample represented of frontline employees operating in Egyptian airline industry across Egypt. Data were recorded on five-point Likert scale for further analysis.

Michael et al. (2000) explored the moderating roles of national culture and organizational climate on transfer of training to the work context. Work on various factors such as uncertainty avoidance moderated the transfer of safety training with regard to reducing accidents and injuries. The researchers found that trainees in these cultures would potentially fail to acquire safety knowledge beyond conditions spelled out in safety protocols, as well as skills that would allow them to anticipate and flexibly respond to changing.

Puad and Hazwan (2015) identified the most integral skills that recent graduates should possess to obtain employment in the competitive job market and revealed the importance of training programs for improving the skills, minimizing unemployment, and developing the workforce of Malaysia. The study found that employers' opinion that employability skills training programs not make any improvement in the skills, minimize unemployment, nor develop the workforce.

Smidt et al. (2009) explored that the efficiency of training in terms of practical outcomes is not established, staff may be inappropriately blamed for not following the behavior of residents may be considered intractable, and resources may be wasted.

Boahin et al. (2010) revealed that almost half of the graduates (43.8%) undertake quality based training to either improve their job skills and knowledge or learn new skills to overcome deficiencies in their skill training.

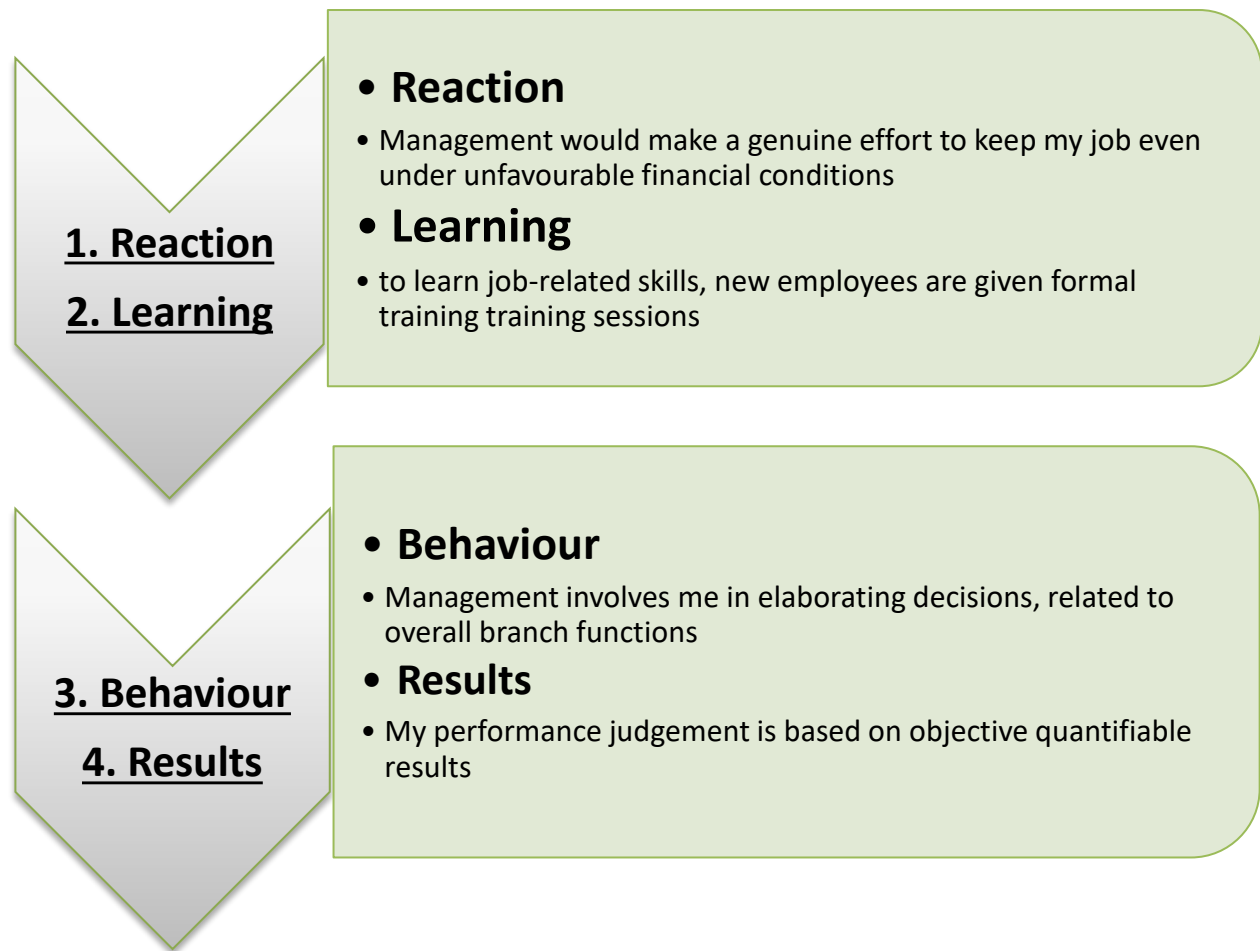
Research Methodology

Objective of the Study

1. To explore the participation of IT sector employees in performance of work practices through genuine effort
2. To identify the learning outcomes of job related skills, and formal training sessions
3. To explore the management involvement in elaborating decisions.
4. To examine the performance judgement is based on objective quantifiable results.

Kirkpatrick Model of Training and Development

The Kirkpatrick model are to be followed: four levels are to be major, first level of **reaction**- management would make a genuine effort to keep my job even under unfavourable financial conditions, level two is **learning**- to learn job-related skills, new employees are given formal training, level three is **behavior**- management involves me in elaborating decisions, related to overall branch functions level four is **results** explore my performance judgement is based on objective quantifiable results



Sources: Researcher Calculation

Sample size- the researchers select the sample size of 100 respondents of participation of IT sector employees in performance of work practices.

Table 1.1 define the descriptive statistics of employees as per demographic it includes 65 percent of male respondents, and 35 percent of female respondents. When define as per the age of the respondents then includes 35 percent of the respondents belongs the age of 18-30, 43 percent respondents belong to the age of 31-40, 21 percent respondents belong to the age of 41-50, and only 01 percent respondents belongs to above 50 years. When categories on the basis of educational qualification then find out that 47 percent respondents are post-graduate, 49 percent of the respondents are graduate, 03 percent of the respondents are professional, and only 01 percent respondents are others qualification. When categories on the basis of age then find out that 11 percent of the respondents belongs to the salary below 30k, 22 percent of the respondents salary belongs to 30k-45k, 31 percent of the respondents salary belongs to 45k-60k, and 36 percent of the respondents salary is above 60k.

Table 1.1 Descriptive Statistics of Employees as per Demographic

Job Roles	No. of employees	Percent	Cumulative Percent
Gender			
Male	65	65.0	65.0
Female	35	35.0	100.0
Total	100	100	
Age			
18-30	35	35.0	35.0
31-40	43	43.0	78.0
41-50	21	21.0	99.0
Above 50	01	1.0	100
Total	100	100	
Education			
Post graduate	47	47.0	47.0
Graduate	49	49.0	96.0
Professional	03	03.0	99.0
Others	01	1.0	100
Total	100	100	
Below 30 k	11	11.0	11.0
30 k -45 k	22	22.0	33.0
45 k- 60k	31	31.0	64.0
Above 60k	36	36.0	100.0
	100	100	

Sources: Questionnaire

Data Analysis and Interpretation

Objective-1 Management would make a genuine effort to keep my job even under unfavourable financial conditions

Table 1.2 indicates that 35 (04 strongly agree+31 agree) respondents out of 100 judged are consistent with the proposed dimension and agreed that the management would make a genuine effort to keep my job even under unfavourable financial conditions. (t-test 1.660, DF=98, $P < 0.100$), is insignificant in case of gender, (P-value 0.656, DF=3, $P < 0.581$), is insignificant in case of age, (P-value 0.076, DF=3, $P < 0.973$), is insignificant in case of qualification, (P-value 0.862, DF=3, $P < 0.464$), is also insignificant in case of salary then reject the null hypothesis overall basis.

Table-1.2 Management would make a Genuine effort to Keep my Job even under Unfavourable Financial Conditions

	Employees categories	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Mean	S.D.
Gender	Male	03	05	38	17	02	65	3.15	0.795
	Female	01	01	17	14	02	35	3.43	0.778
	Total	04	06	55	31	04	100	3.25	0.796
	Independent sample t-test	t-test= 1.660, df= 98, p-value= 0.100							
Age	18-30	01	03	17	11	03	35	3.34	0.873
	31-40	02	02	22	16	01	43	3.28	0.797
	41-50	01	01	15	04	00	21	3.05	0.669
	Above 50	00	00	01	00	00	01	3.00	0.000
	Total	04	06	55	31	04	100	3.25	0.796
	Analysis of variance	F-value= 0.656, df= 3, p value=0.581							
Education	Post-graduate	03	03	22	16	03	47	3.28	0.926
	Graduate	01	03	30	14	01	49	3.22	0.685
	Professional	00	00	02	01	00	03	3.33	0.577
	Others	00	00	01	00	00	01	3.00	0.000
	Total	04	06	55	31	04	100	3.25	0.796
	Analysis of variance	F-value= 0.076, df= 3, p value=0.973							
Salary	Below 30k	01	01	04	05	00	11	3.18	0.982
	30k-45k	00	01	14	07	00	22	3.27	0.550
	45k-60k	00	02	16	11	02	31	3.42	0.720
	Above 60k	03	02	21	08	02	36	3.11	0.919
	Total	04	06	55	31	04	100	3.25	0.796
	Analysis of variance	F-value= 0.862, df= 3, p value=0.464							

Sources: Questionnaire

Objective-2 to learn job-related skills, new employees are given formal training sessions

Table 1.3 indicates that 61 (11 strongly agree+50 agree) respondents out of 100 judged are consistent with the proposed dimension and agreed to learn job-related skills, new employees are given formal training sessions (t-test-0.152, DF=98, $P < 0.879$), is insignificant in case of gender, (P-value 1.275, DF=3, $P < 0.287$), is insignificant in case of age, (P-value= 0.105, DF=3, $P < 0.957$), is insignificant in case of qualification, (P-value=1.555, DF=3, $P < 0.205$), is also insignificant in case of salary then reject the null hypothesis overall basis.

Table 1.3 to learn job-related skills, new employees are given formal training sessions

	Employees categories	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Mean	S.D.
Gender	Male	01	02	21	35	06	65	3.66	0.756
	Female	00	01	14	15	05	35	3.69	0.758
	Total	01	03	35	50	11	100	3.67	0.753
	Independent sample t-test	t-test = 0.152, df= 98, p value=0.879							
Age	18-30	00	01	14	14	06	35	3.71	0.789
	31-40	01	01	10	26	05	43	3.77	0.782
	41-50	00	01	10	10	00	21	3.43	0.598
	Above 50	00	00	01	00	00	01	3.00	0.000
	Total	01	03	35	50	11	100	3.67	0.753
	Analysis of variance	F-value= 1.275, df= 3, p value=0.287							
Education	Post-graduate	00	01	20	21	05	47	3.64	0.705
	Graduate	01	02	13	28	05	49	3.69	0.796
	Professional	00	00	02	00	01	03	3.67	1.155
	Others	00	00	00	01	00	01	4.00	0.000
	Total	01	03	35	50	11	100	3.67	0.753
	Analysis of variance	F-value= 0.105, df= 3, p value=0.957							
Salary	Below 30k	00	01	05	04	01	11	3.45	0.820
	30k-45k	00	00	05	14	03	22	3.91	0.610
	45k-60k	01	00	14	14	02	31	3.52	0.769
	Above 60k	00	02	11	18	05	36	3.72	0.779
	Total	01	03	35	50	11	100	3.67	0.753
	Analysis of variance	F-value= 1.555, df= 3, p value=0.205							

Sources: Questionnaire

Objective-3 Management involves me in elaborating decisions, related to overall branch functions

Table 1.4 indicates that 45 (05 strongly agree+40 agree) respondents out of 100 judged are consistent with the proposed dimension and agreed that the management involves me in elaborating decisions, related to overall branch functions (t-test 1.016, DF=98, $P < 0.312$), is insignificant in case of gender, (P-value 2.056, DF=3, $P < 0.111$), is insignificant in case of age, (P-value 3.826, DF=3, $P < 0.012$), is significant in case of qualification, (P-value 0.539, DF=3, $P < 0.657$), is also insignificant in case of salary then reject the null hypothesis on the basis of gender, qualification, and salary and accept on the basis of age.

Table 1.4 Management involves me in Elaborating Decisions, related to Overall Branch Functions

	Employees categories	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Mean	S.D.
Gender	Male	02	03	33	24	03	65	3.35	0.779
	Female	00	02	15	16	02	35	3.51	0.702
	Total	02	05	48	40	05	100	3.41	0.753
	Independent sample t-test	t-test = 1.016, df= 98, p value=0.312							
Age	18-30	00	04	09	18	04	35	3.63	0.843
	31-40	02	01	26	13	01	43	3.23	0.751
	41-50	00	00	13	08	00	21	3.38	0.498
	Above 50	00	00	00	01	00	01	4.00	0.000
	Total	02	05	48	40	05	100	3.41	0.753
	Analysis of variance	F-value= 2.056, df= 3, p value=0.111							
Education	Post-graduate	01	03	22	18	03	47	3.40	0.798
	Graduate	00	02	24	21	02	49	3.47	0.649
	Professional	00	00	02	01	00	03	3.33	0.577
	Others	01	00	00	00	00	01	1.00	0.000
	Total	02	05	48	40	05	100	3.41	0.753
	Analysis of variance	F-value= 3.826, df= 3, p value=0.012							
Salary	Below 30k	01	01	04	04	01	11	3.27	1.104
	30k-45k	00	01	14	07	00	22	3.27	0.550
	45k-60k	00	01	16	12	02	31	3.48	0.677
	Above 60k	01	02	14	17	02	36	3.47	0.810
	Total	02	05	48	40	05	100	3.41	0.753
	Analysis of variance	F-value= 0.539, df= 3, p value=0.657							

Sources : Questionnaire

Objective -4 My performance judgement is based on objective quantifiable results

Table 1.5 indicates that 09 (00 strongly agree+00 agree) respondents out of 100 judged are consistent with the proposed dimension and agreed that my performance judgement is based on objective quantifiable results. (t-test 0.427, DF=98, $P < 0.670$), is insignificant in case of gender, (P-value 1.657, DF=3, $P < 0.0181$), is insignificant in case of age, (P-value 0.699, DF=3, $P < 0.555$), is insignificant in case of qualification, (P-value 1.097, DF=3, $P < 0.354$), is also insignificant in case of salary then reject the null hypothesis overall basis.

Table 1.5 My Performance Judgement is based on Objective Quantifiable Results

	Employees categories	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total	Mean	S.D.
Gender	Male	06	29	25	05	00	65	3.45	0.771
	Female	01	19	11	04	00	35	3.51	0.742
	Total	07	40	36	09	00	100	3.47	0.758
	Independent sample t-test	t-test= 0.427, df= 98, p value=0.670							
Age	18-30	01	14	15	05	00	35	3.69	0.758
	31-40	05	20	14	04	00	43	3.40	0.821
	41-50	01	13	07	00	00	21	3.29	0.561
	Above 50	00	01	00	00	00	01	3.00	0.000
	Total	07	40	36	09	00	100	3.47	0.758
	Analysis of variance	F-value= 1.657, df= 3, p value=0.181							
Education	Post-graduate	04	24	14	05	00	47	3.43	0.801
	Graduate	02	23	20	04	00	49	3.53	0.710
	Professional	01	01	01	00	00	03	3.00	1.000
	Others	00	00	01	00	00	01	4.00	0.000
	Total	07	40	36	09	00	100	3.47	0.758
	Analysis of variance	F-value= 0.699, df= 3, p value=0.555							
Salary	Below 30k	02	06	01	02	00	11	3.27	1.009
	30k-45k	00	10	11	01	00	22	3.59	0.590
	45k-60k	03	16	11	01	00	31	3.32	0.702
	Above 60k	02	16	13	05	00	36	3.58	0.806
	Total	07	40	36	09	00	100	3.47	0.758
	Analysis of variance	F-value= 1.097, df= 3, p value=0.354							

Sources: Questionnaire

Findings and conclusion

When examine the participation of IT sector employees in performance of work practices then consider the management would make a genuine effort to keep my job even under unfavourable financial conditions then there is no significant effects fall in case of gender, age, educational qualification, and salary. The opinion of the respondents remain same when analysis on the basis of learn job-related skills, new employees are given formal training sessions, and my performance judgement is based on objective quantifiable results. The opinion of the respondents change in case of educational qualification when analysis on the basis of management involves me in elaborating decisions related to overall branch functions.

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