Chapter 7
EMPLOYABILITY GAP-A PERCEPTUAL ANALYSIS

7.1 CHAPTER OVERVIEW

The present research aims to analyse the employability gap by investigating its nature and reasons through the perceptual analysis of the two key stakeholder groups i.e. employers and graduates. To achieve the objectives, a framework for the antecedents of graduate employability in Information Technology sector has been developed and validated. The perceptions with respect to the antecedents / factors influencing employability have been captured from the two groups of stakeholders and detailed in the preceding two chapters.

After analysing the responses and validating the proposed research framework for the two stakeholder groups (employer and graduates), an attempt has been made to compare their perceptions in order to identify the gaps in understanding employability. Such differences in perceptions imply contradistinctive and divergent viewpoints among the two key stakeholder groups on the factors that influence employability. Such a perceptual analysis has been undertaken to address the fundamental proposition of the study, that gaps in perceptions among key stakeholders contribute to the employability gap.

In order to analyse the perceptual differences and examine the areas of gap, the findings from the opinion survey of employers and graduates have been synthesized. Such synthesis of findings would enable to compare the perceptions of these two groups thereby testing the hypotheses of difference, identifying the areas of perceptual differences and drawing meaningful conclusions for this study.

7.2 RESULTS OF TESTING HYPOTHESES OF DIFFERENCE

The hypotheses of difference has been envisaged for the study that assumes a significant difference in the perception of the two stakeholder groups i.e. graduates and employers with regard to the micro and macro variables of study. One Way ANOVA technique has been used to test the hypothesis of difference and examine if
the observed perceptual differences between employers and graduates are statistically significant.

The one way Analysis of Variance (ANOVA) is used to test if there are any significant differences between the means of two or more independent groups. The results of one way ANOVA are expressed as F-statistic which is the ratio of the variance calculated among the means to the variance within the samples. A higher ratio therefore implies that the samples were drawn from populations with different mean values.

One of the key assumption of this study is that there exists a significant difference in the perception of employers and graduates on the various factors affecting employability. The null hypothesis states that there is no significant difference in the perception of these two stakeholder groups while the alternate hypothesis assumes that there exists a significant difference in the perceptions of these two groups. The hypotheses of difference have been formulated and described in Chapter 3. The results of testing hypotheses of difference are presented in Tables 7.1 and 7.2. Table 7.1 shows the results of one Way ANOVA for macro variables of study.

### Table 7.1: Summary Results for One Way ANOVA for Macro Variables

<table>
<thead>
<tr>
<th>Macro Variable</th>
<th>F Value</th>
<th>Sig Value</th>
<th>Status of Alternate Hypotheses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Skills</td>
<td>17.710</td>
<td>.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>Personal and Interpersonal Skills</td>
<td>17.386</td>
<td>.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>Organizational Knowledge</td>
<td>31.132</td>
<td>.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>Employability</td>
<td>22.240</td>
<td>.000</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

It can be noted that as the significance value is less than 0.05 for all the variables, therefore, the alternate hypotheses is accepted. This confirms that there exists a significant difference in the perceptions of the employers and graduates on the importance of the Technical Skills, Personal and Interpersonal Skills and Organizational Knowledge that influence graduate employability.

Further, Table 7.2 shows the results of one way ANOVA for all micro variables.
Table 7.2: Summary Results for One Way ANOVA for Micro Variables

<table>
<thead>
<tr>
<th>Macro Variable</th>
<th>Micro Variable</th>
<th>F Value</th>
<th>Sig Value</th>
<th>Status of Alternate Hypotheses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Skills</td>
<td>Technical Specialties Knowledge</td>
<td>10.654</td>
<td>.001</td>
<td>Accepted</td>
</tr>
<tr>
<td></td>
<td>Technology Management Skills</td>
<td>22.409</td>
<td>.000</td>
<td>Accepted</td>
</tr>
<tr>
<td>Personal And Interpersonal Skills</td>
<td>Communication Skills</td>
<td>23.282</td>
<td>.000</td>
<td>Accepted</td>
</tr>
<tr>
<td></td>
<td>Problem Solving and Critical Thinking Skills</td>
<td>19.615</td>
<td>.000</td>
<td>Accepted</td>
</tr>
<tr>
<td></td>
<td>Creative Thinking Skills</td>
<td>7.795</td>
<td>.005</td>
<td>Accepted</td>
</tr>
<tr>
<td></td>
<td>Teamwork and Interpersonal Skills</td>
<td>10.859</td>
<td>.001</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

The table above shows that the significance values of all micro variables is found to be less than 0.05. Therefore, all alternate hypotheses for micro variables are accepted and it confirms that means of the two groups are different and statistically significant in regards to the micro variables of study.

Thus, it can be summarized from this section that there exists a statistically significant difference in the perception of the employers and graduates with respect to all the macro and micro variables of study. This clearly implies conflicting and opposing viewpoints of these two stakeholder groups on the basic foundation of employability. Irrefutably, when the perceptions of the employers and graduates on the very factors that influence employability are contradictory, a resilient perceptual gap can be attributed that undeniably amplifies the employability gap. Further, this calls for a strong need to precisely identify the areas of such perceptual differences to plug in the gap. The same is elaborated in the following sections.

7.3 PERCEPTUAL ANALYSIS OF THE TWO KEY STAKEHOLDERS

The findings obtained from the opinion survey of two key stakeholder groups i.e. employers and graduates have been separately reported in Chapter 5 and Chapter 6 respectively. The preceding section discusses the results of One Way ANOVA that
confirmed a statistically significant difference in the perceptions of the employers and graduates with respect to the factors that influence graduate employability.

The following sub sections aggregate the obtained findings in order to investigate the areas for such perceptual differences that contribute to the employability gap. Such a synthesis has been done at the level of both macro and micro variables to examine the perceptual differences between the two stakeholder groups. The results of regression analysis obtained from the two opinion surveys of employers and graduates have been collated to draw meaningful results. The following sections elucidate the same.

7.3.1 Perceptual Differences among Stakeholders on Macro Variables of Study

The results of regression analysis of macro variables that have been separately obtained from the opinion survey of employers and graduates have been synthesized in Table 7.3 to examine the perceptual differences between the two stakeholder groups.

Table 7.3 : Synthesized Regression Analysis Results for Macro Variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>Respondents</th>
<th>EMPLOYERS</th>
<th>GRADUATES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>R square</td>
<td>Beta</td>
</tr>
<tr>
<td>Organizational Knowledge</td>
<td></td>
<td>.755</td>
<td>.210</td>
</tr>
<tr>
<td>Personal and Interpersonal Skills</td>
<td></td>
<td>.354</td>
<td>.000</td>
</tr>
<tr>
<td>Technical Skills</td>
<td></td>
<td>.349</td>
<td>.000</td>
</tr>
</tbody>
</table>

Dependent Variable : Employability

It can be analysed from the table above that although all the macro variables of study are considered significant by the employers and graduates, however, there is a striking difference in the perceived significance of these factors. It can be compared from the table that the value of coefficient of determination (R square) is much higher for employers (.755) as compared to that of the graduates (.631). This implies that while the employers perceive that Technical Skills, Personal and Interpersonal Skills and
Organizational Knowledge together account for 75.5% variability in Employability, on the other hand, the graduates perceive that these factors account for 63.1% of the variability in employability. Hence, comparing the values of coefficient of determination for the two groups, it can be interpreted that the employers consider these three skills together as more strongly associated with employability as compared to the graduates.

Further analysing the perceived strength of each of macro variables, it can be noted from the beta values mentioned in Table 7.3 that the employers consider that Technical Skills and Personal and Interpersonal Skills as more significant than the Organizational Knowledge. Nearly equal weightage for the two micro variables i.e. Technical Skills and Personal and Interpersonal Skills can be attributed from the close beta values of these variables. However, graduates consider Personal and Interpersonal skills to have a stronger influence on employability followed by Technical Skills and Organizational Knowledge.

Further, comparing the magnitude of the beta values across the two groups, a difference in the perceptions is quite apparent. These beta values are therefore compared for each of the macro variable. In case of Personal and Interpersonal skills, the beta value for graduates is higher (.394) than that of the employer (.354). This shows that Personal and Interpersonal Skills are perceived to be more significant by graduates than the employers. Further in case of employers, the beta value for Technical Skills (.349) is higher than those of graduates (.288). Also, the beta value for Organizational Knowledge in case of employers (.210) is higher than those of graduates (.152). This implies that Technical Skills and Organizational Knowledge are perceived to have a strong influence on employability by the employers. However, the graduates do not consider them that significant.

Thus, it can be inferred that from the above discussion that there exists a difference in the perception of the employers and graduates with respect to the significance of all the macro variables that influence employability.
7.3.2 Perceptual Differences among Stakeholders on Micro Variables of Study

Further to the discussion in the preceding section on the perceived significance of macro variables of employability, this section compares the perception of the employers and graduates on the significance of micro variables for employability.

Perceptual Differences among Stakeholders on Micro Variables of Technical Skills

Table 7.4 shows the aggregated results of regression analysis for two micro variables of Technical Skills as obtained from the opinion survey of employers and graduates.

<table>
<thead>
<tr>
<th>Respondents Variables</th>
<th>EMPLOYERS</th>
<th>GRADUATES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R square</td>
<td>Beta</td>
</tr>
<tr>
<td>Technical Specialties Knowledge</td>
<td>.705</td>
<td>.467</td>
</tr>
<tr>
<td>Technology Management Skills</td>
<td>.414</td>
<td>.000</td>
</tr>
</tbody>
</table>

Dependent Variable: Employability

It can be noted from table 7.4 that both the micro variables of Technical Skills i.e. Technical Specialties Knowledge and Technology Management Skills are considered significant for employability by employers and graduates. However, a difference in the perceived importance of these two skills together can be observed from the values of correlation of determination (R square). While the employers perceive that these two micro variables together account for 70.5% variation in employability, the graduates perceive that these account for only 57.7% variation in employability. Furthermore, a comparison of the beta values for each of the micro variables across the two groups brings out that that both Technical Specialties Knowledge and Technology Management Skills are considered more significant for the employers than the graduates.

Hence, it can be inferred that there exists a significant gap in perception among the employers and graduates with respect to the all the micro variables of
Technical Skills. Both these variables, when taken together or when considered distinctly are perceived more significant by the employers as compared to the graduates.

**Perceptual Differences among Stakeholders on Micro Variables of Personal and Interpersonal Skills**

The perceptual differences across the four micro variables of Personal and Interpersonal Skills are also examined. Table 7.5 below shows the results of the same.

**Table 7.5 : Synthesized Regression Analysis Results for Micro Variables of Personal and Interpersonal Skills**

<table>
<thead>
<tr>
<th>Respondents Variables</th>
<th>Respondents</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>EMPLOYERS</td>
<td>GRADUATES</td>
<td>EMPLOYERS</td>
<td>GRADUATES</td>
<td>EMPLOYERS</td>
<td>GRADUATES</td>
<td>EMPLOYERS</td>
</tr>
<tr>
<td></td>
<td>R square</td>
<td>Beta</td>
<td>Sig</td>
<td>R square</td>
<td>Beta</td>
<td>Sig</td>
<td>R square</td>
</tr>
<tr>
<td>Communication Skills</td>
<td>.712</td>
<td>.228</td>
<td>.000</td>
<td>.598</td>
<td>.256</td>
<td>.000</td>
<td>.598</td>
</tr>
<tr>
<td>Problem Solving and Critical Thinking Skills</td>
<td>.281</td>
<td>.000</td>
<td></td>
<td>.189</td>
<td>.001</td>
<td></td>
<td>.189</td>
</tr>
<tr>
<td>Creative Thinking Skills</td>
<td>.158</td>
<td>.027</td>
<td></td>
<td>.188</td>
<td>.002</td>
<td></td>
<td>.188</td>
</tr>
<tr>
<td>Teamwork and Interpersonal Skills</td>
<td>.259</td>
<td>.001</td>
<td></td>
<td>.212</td>
<td>.001</td>
<td></td>
<td>.212</td>
</tr>
</tbody>
</table>

Dependent Variable : Employability

A comparison of coefficients of determination for employers and graduates bring out that employers perceive that the Communication Skills, Problem Solving and Critical Thinking Skills, Creative Thinking Skills and Teamwork and Interpersonal Skills together account for much higher variability (71.2%) in employability as compared to the graduates (59.8%). Also, the magnitude of beta values indicate that the two out of four micro variables i.e. Problem Solving and Critical Thinking Skills and Teamwork and Interpersonal are considered more significant by the employers as compared to the graduates. However, a stronger emphasis is laid by the graduates on the other two i.e. Creative Thinking Skills and Communication Skills as compared to employers. Hence, there is a difference in the perceptions of the employers and graduates with respect to all the micro variables of personal and interpersonal skills. Although at the
macro level, the graduates attributed greater importance (higher beta values) to Personal and Interpersonal skills, they attributed less importance to the micro variables of Personal and Interpersonal skills. This highlights that a critical gap in understanding of the construct Personal and Interpersonal Skills. Especially, the micro variables like Problem Solving and Critical Thinking Skills, Creative Thinking Skills were not attributed adequate importance by these job seekers. Thus, it may be inferred that the graduates do not comprehend the construct of Personal and Interpersonal Skills as the employers do.

**Perceptual Differences among Stakeholders for Controlled Impact of all Independent Micro Variables**

Table 7.6 below compares the results of the regression analysis of employers and graduates with respect to the controlled impact of all the micro variables.

**Table 7.6 : Synthesized Regression Analysis Results for Controlled Impact of all Independent Micro Variables**

<table>
<thead>
<tr>
<th>Respondents</th>
<th>EMPLOYERS</th>
<th>GRADUATES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>R square</td>
<td>Beta</td>
</tr>
<tr>
<td></td>
<td>(Graduates)</td>
<td>(Graduates)</td>
</tr>
<tr>
<td>Communication Skills</td>
<td>.758</td>
<td>.127</td>
</tr>
<tr>
<td>Problem Solving and Critical Thinking Skills</td>
<td>.136</td>
<td>.041</td>
</tr>
<tr>
<td>Creative Thinking Skills</td>
<td>-.015</td>
<td>.841</td>
</tr>
<tr>
<td>Teamwork and Interpersonal Skills</td>
<td>.139</td>
<td>.05</td>
</tr>
<tr>
<td>Technology Management Skills</td>
<td>.169</td>
<td>.021</td>
</tr>
<tr>
<td>Technical Specialties Knowledge</td>
<td>.227</td>
<td>.001</td>
</tr>
<tr>
<td>Organizational Knowledge</td>
<td>.183</td>
<td>.004</td>
</tr>
</tbody>
</table>

Dependent Variable : Employability

As in the previous cases, it can be observed from Table 7.6 that employers consider all the seven micro variables together to have a stronger influence on employability as compared to the graduates. These include the six micro variables of Technical Skills
and Personal and Interpersonal Skills, and Organizational Knowledge as it does not consist of further micro variables. The higher values of R square (.712) in case of employers as compared to the graduates (.636) indicates the higher significance perceived by the former. Under the controlled impact, six out of the seven micro variables are considered significant by the employers. The Creative Thinking skills are considered insignificant. However, in case of the graduates, while all the seven micro variables are considered significant for employability when taken separately, only three out of the seven i.e. Communication Skills, Technical Specialties Knowledge and Organizational Knowledge are considered significant when all the factors are taken together.

Comparing the beta values of the three significant micro variables common to both the groups, the Communication Skills is perceived to have a stronger influence on employability by the graduates as compared to the employers. Also, the beta values of Organizational Knowledge is higher for employers than those of graduates. This indicates that under the controlled impact, the employers perceive that Organizational Knowledge more strongly influences employability as compared to the graduates. Therefore, it can be inferred that there exists a difference in the perceptions of the employers and graduates with respect to the significance of variables under the controlled impact.

It can be concluded from this section that employers and graduates hold inconsistent and contradictory viewpoints on the significance of all the macro and micro variables that are deemed to influence employability. Almost all the factors are considered much more significant by the employers as compared to the graduates. Thus, it can be attributed by reaching the pedigrees that such wide differences at the inherent roots of perceptions can undoubtedly outgrow the employability gap.

7.4 ASSESSMENT OF EMPLOYABILITY GAP FROM THE STUDY

The preceding sections aggregate the results of the two opinion surveys to compare and contrast the perceptions of the two key stakeholder groups with respect to the factors that affect graduate employability. Such an analysis clearly delineates the areas of perceptual differences that may contribute to the employability gap.
Further, at the culmination of this study, this section summarizes the key learnings from the qualitative and quantitative analysis that have been deployed to assess the employability gap.

In line with the phases of strategic assessment of employability gap that have been outlined in Chapter 3, the output of these different phases have been elaborated below that collectively assess the nature and reasons for the employability gap.

7.4.1 Analysing Employability and its Predictors

The assessment of employability gap can be clearly comprehended as an investigation of a void in employability. This necessitated the need to reach to the roots and analyse employability at the initial stance. Phase 1 and Phase 2 of the strategic assessment of employability gap aimed at understanding the nature of employability and conduct a qualitative analysis of the factors that influence it. This was achieved through the preliminary phase of this study wherein the research constructs were drawn through the review of literature. Subsequently, a qualitative analysis of these factors was done through Total Interpretive Structural Modeling (TISM). Such an analysis enabled to identify the factors that influence employability that were probed further to examine the gap. The following are the key leanings from the preliminary phase:

a) The conceptual review of literature identifies Technical Skills, Personal and Interpersonal Skills and Organizational Knowledge as the antecedents of graduate employability at the macro level. Technical Skills further consists of two micro variables whereas Personal and Interpersonal Skills consists of four micro variables.

b) A preliminary validation of the research constructs through Total Interpretive Structural Modeling revealed that all the macro and micro constructs were endorsed by the industry experts.

c) The Technical Specialties Knowledge, Technology Management Skills and Communication Skills were found to be key driving forces that influence employability as per TISM.

d) The Employability is found to have the strongest dependent power that clearly justifies its assumption as the dependent variable of study.
e) Based on the opinions of the industry experts that were captured through the TISM, a hierarchical model of the factors that influence graduate employability in Information Technology sector has been developed.

7.4.2 Formulation and Validation of Conceptual Model of Research

The identification of research variables and their preliminary modeling in Phases 1 and 2 of the strategic assessment sets the stage to develop a conceptual model of research that can be deployed to assess the employability gap from the standpoint of perceptual analysis of the key stakeholders.

Therefore, in line with the phase 3 of the strategic assessment of employability gap, the conceptual model of research was hypothesized and further empirically validated by the two key stakeholder groups i.e. employers and graduates. This was attained through two distinct opinion surveys of these two groups. Bivariate and multivariate data analysis techniques have been used to validate the hypothesized conceptual model.

The key findings of this phase are summarized as follows:

a) A conceptual model of research has been proposed with Technical Skills, Personal and Interpersonal Skills and Organizational Knowledge as the independent macro variables that influence the dependent variable, employability. Further, Technical Skills consist of two micro variables whereas Personal and Interpersonal consist of four micro variables. This model has been depicted in Chapter 3.

b) It was found through the opinion survey of both employers and graduates that at the macro level, Technical Skills, Personal and Interpersonal Skills, and Organizational Knowledge bear a significant strong positive correlation with Employability. At the micro level, all the six micro variables of Technical Skills and Personal and Interpersonal Skills bear a significant strong positive correlation with Employability (Correlation Analysis).

c) It is acknowledged by both employers and graduates that all the three macro variables i.e. Technical Skills, Personal and Interpersonal Skills and
Organizational Knowledge are significant predictors of employability. (Regression Analysis).

d) The two micro variables of Technical Skills i.e. Technical Specialties Knowledge, Technology Management Skills are significant predictors of employability by both employers and graduates (Regression Analysis).

e) The four micro variables of Personal and Interpersonal Skills i.e., Communication Skills, Problem Solving and Critical Thinking Skills, Creative Thinking Skills, Team Work and Interpersonal Skills are significant predictors of Employability by both employers and graduates. (Regression Analysis)

f) There exists a difference in the magnitude of significance placed on the macro and micro variables for employability by the two stakeholder groups (Correlation and Regression Analysis).

7.4.3 Perceptual Analysis of Key Stakeholders

In line with Phase 4 of the strategic assessment, the employability gap has been assessed through the perceptual analysis of the key stakeholders (employers and graduates). The following are the broad learnings of this phase:

a) There exists a significant difference in the perception of graduates and employers on the importance of the factors that influence graduate employability (One Way ANOVA).

b) Nearly all the factors deemed to influence employability are considered more significant by the employers as compared to the graduates (Synthesis of Regression Analysis Results).

c) An examination at the macro level reveals that significant difference in perceptions exist between the employers and the graduates. The employers consider that Technical Skills, Personal and Interpersonal Skills and Organizational Knowledge together are more strongly associated with employability as compared to the graduates. While the employers consider that these two skills together explain 75.5% variability in employability, the graduates perceive that these explain just 63.1% variability in employability. Also, comparing the beta values for each of the three macro variables, it can be inferred that each of the Technical Skills and Organizational Knowledge are perceived more significant by the employers as compared to the graduates.
However, the Personal and Interpersonal Skills are considered more significant by the graduates.

d) Perception differences also exist at the level of the micro variables of Technical Skills. It can be inferred that the employers perceive that these two micro variables together explain 70.5% variation in employability while the graduates perceive that these account for only 57.7% variation. Also, comparing the beta values of each of the micro variables across the two groups, it can be noted that the beta value of Technical Specialties knowledge (.467) for employers is higher than that of graduates (.441). The beta value for Technology Management Skills is also found higher in case of employers (.414) as compared to the graduates (.361). Thus it can be inferred that both the micro variables of Technical Skills are considered more significant by the employers than the graduates.

e) With respect to the micro variables of Personal and Interpersonal Skills, the employers perceive the four micro variables together explain 71.2% variability in employability whereas graduates consider these skills to account for just 59.8% variation. Also, the employers perceive that Teamwork and Interpersonal Skills and Problem Solving and Creative Thinking Skills as more significant as compared to the graduates. The graduates, however, attach a greater significance to Communication Skills and Creative Thinking Skills in comparison to employers.

f) The perception differences related to the controlled impact of all the seven micro variables that include the six micro variables of Technical Skills and Personal and Interpersonal Skills; and Organizational Knowledge that does not have further micro variables has also been examined. It can be observed that the employers perceive the six out of these seven micro variables are significant. The Creative Thinking Skills have not been considered significant under the controlled impact. According to the employers, these seven micro variables taken together explain 75.8% variation in employability. However, under the controlled impact, out of the seven micro variables, the graduates consider only three variables as significant. These include Communication Skills, Technical Specialties Knowledge and Organizational Knowledge. The other four skills are not considered significant by the graduates. Also, they perceive that variables when taken together account for 63.6% variation in employability.
employability. Comparing the beta values of the three common micro variables that are considered significant by both the groups, there exists a difference in the perception with respect to the Organizational Knowledge. It is considered more significant by the employers as compared to the graduates. To bridge the observed perceptual gap, suggestions are proposed in Chapter 8.

7.4.4 Bridging Employability Gap by Plugging Perceptual Differences

The employability gap has been assessed in the preceding phases through the perceptual analysis of the key stakeholders. Further, bridging this employability gap necessitates to plug in the perceptual differences between the two stakeholder groups. In line with the final phase of the strategic assessment, recommendations have been proposed that provide directions to plug in the identified perceptual differences and bridge the employability gap. These recommendations have been elaborated in Chapter 8.

7.5 ASSESSMENT OF EMPLOYABILITY GAP - A PERORATION

It has been highlighted through the literature review that employability is a complex construct that can be investigated from different dimensions. Consequently, the void in employability i.e. employability gap can also be examined from different dimensions. Skill deficit or drawbacks in higher education system are the different dimensions that have been profoundly discussed in the literature in order to assess this gap.

The present study aims to assess the employability gap from another distinctive dimension i.e. perceptual gap. The nature and cause of employability gap in the present study has been assessed through the perceptual analysis of the key stakeholders that include employers and graduates. Such an analysis aims to reach the ground roots of “perceptions” in order to explore the employability gap that stems out of it and examine its nature and cause rather than scanning this at the surface or macro level. Having analysed and reported the results of perceptual differences of the stakeholders, it is imperative to present a peroration of the same i.e. to conclude or summarize the discourse by highlighting the principal points. Thus it is deemed fit to
highlight the “what”, “why”, “where”, and “how” of the employability gap to understand its nature and the results of perceptual analysis. This is described below:

- To examine “what”, at the outset, the study highlights through the literature review that there exists a serious issue of employability gap that is much pronounced in the Indian Information Technology sector. This gap is primarily because of the fact that graduates are not found to be employable and job ready by the industry.

- To answer “why” this employability gap exists, this study substantiates one of the crucial reasons that there exists statistically significant perceptual differences on the fundamental predictors of employability at the level of the two stakeholder groups i.e. employers and graduates. Such a perceptual gap widens the employability gap.

- To answer “where” this gap exists, the study establishes that such perceptual differences exist at the grass root level, i.e. variances in perceptions exist on the fundamental factors that are deemed to influence employability (Chapter 7). These factors are highlighted through the macro and micro variables of study. Almost all the factors that are deemed to influence employability are considered more significant by the employers as compared to the graduates. The graduates place a much lesser significance on these predictors of employability as compared to the employers. A clear lack of synchronization between the employers and graduates on the knowledge and skill requirements is magnifying the employability gap. Such contrasting opinions between the two key stakeholders exists on the very basic question that “what makes a graduates employable” which in turn surely amplifies the employability gap.

- To answer “how” to bridge the employability gap, the study proposes robust recommendations to plug in the perceptual differences between the employers and graduates that would in turn abbreviate the existent employability gap. The implications for graduates, industry and higher education institutions have also been discussed in detail in Chapter 8.
7.6 CHAPTER SUMMARY

This chapter provides the results of testing hypotheses of difference and further examines the areas of the observed perceptual differences. The findings of opinion survey of employers and graduates have been synthesized to compare the perceptions of these groups with respect to the significance of the factors that influence employability. Further, it provides the phase wise output of the strategic assessment process of employability gap. Also, the employability gap that has been assessed through this study is summarized. The subsequent chapter triangulates the results of the study, draws the conclusion of the study and proposes recommendations for stakeholders.
Chapter 8

TRIANGULATION, CONCLUSIONS AND RECOMMENDATIONS

8.1 CHAPTER OVERVIEW

The present study is rooted in “employability gap” that has gained much prominence and is a major challenge for both academia and industry. The bridging of this gap has become fundamental for the development of graduates, the success of organizations and the progress of the economy as a whole. With a focus on Indian Information Technology sector, the domain of study, that has been seriously wedged by the problem of employability gap, this research has started with the view to identify the antecedents of employability and later analysing the perceptual differences among the key stakeholders on the significance of these factors that widen the employability gap.

The aims and objectives of this study, the research design employed, the methodology and the results of the data analysis have been discussed in the previous chapters. This closing chapter triangulates the findings of this study, revisits the objectives and draws conclusions from the study. Also, recommendations based on these results have been discussed. Finally, the limitations of the research and scope for future research has been enumerated.

8.2 TRIANGULATION OF THE OUTCOMES

Triangulation is basically a technique to ascertain if the different data sources, theories, investigators or research methodologies lead to singular proposition about the phenomenon being studied. Denzin (1978) defines triangulation as the “the combination of methodologies in the study of the same phenomenon.” Primarily, triangulation increases the credibility and validity of the results of a research. Yeasmin &and Rahman (2012) argue that triangulated techniques are helpful for cross-checking and providing confirmation and completeness. Also, triangulation is used for the purpose of congruence i.e. the use of triangulation techniques endorses the results of a research through the convergence of different perspectives. Jick (1979) bring out that triangulation is a technique for the cross validation and captures a complete and holistic picture of the units under study. Therefore, it can be inferred that triangulation brings in congruence and convergence in research by overcoming