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Exploring Human Resource Management Practices and Employability: A Study on Sports Graduates in Malaysia

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Abstract:

Turnover among employees has become an issue debated in Malaysia and worldwide due to the dissatisfaction with human resource management (HRM) practices and an individual's employability in the organization. Thus, the purpose of this study is to examine the correlation between HRM practices and employability. This study involved 370 sports graduates from Universiti Teknologi MARA (UiTM), Malaysia. The data has been obtained through a questionnaire consisting of 26 items divided into five practices of HRM; recruitment and selection, training and development, reward, performance appraisal, and participation and communication. Meanwhile, 20 items were used to measure employability. The quantitative research design is applied in the study, which uses survey methods to obtain information and data from respondents. The data were analyzed using the Statistical Packages for the Social Sciences (SPSS) application, and Pearson correlation was used to explain the relationship between HRM practices and employability. The findings confirmed a significant and moderate positive relationship between five practices of HRM and employability among sports graduates. This study may impact the implementation of HRM practices in an organization to improve these existing practices. This study may provide employers with knowledge and information in measuring and implementing good HRM practices to associate the employees' skills. Therefore, understanding HRM practices and employability prepares graduates and organizations with relevant practices and skills to achieve organizational goals.

Keywords: human resource management, employability, sports graduates.

探索人力资源管理实践和就业能力：马来西亚体育毕业生研究

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摘要:

由于对人力资源管理（人力资源管理）实践和个人在组织中的就业能力的不满，员工的更替已成为马来西亚和全球争论的问题。因此，本研究的目的是检验人力资源管理实践与就业能力之间的相关性。这项研究涉及来自马来西亚马拉技术大学（用户界面）的 370 名体育毕业生。数据是通过一份问卷获得的，问卷由 26 个项目组成，分为五个人力资源管理实践；招聘与选拔、培训与发展、奖励、绩效考核、参与与沟通。同时，用 20 个项目来衡量就业能力。研究采用定量研究设计，采用调查方法从受访者那里获取信息和数据。使用社会科学统计软件包 (SPSS) 应用程序分析数据，并使用皮尔逊相关性来解释人力资源管理实践与就业能力之间的关系。研究结果证实了五种人力资源管理实践与体育毕业生的就业能力之间存在显著且适度的正相关关系。这项研究可能会影响组织中人力资源管理实践的实施，以改进这些现有实践。这项研究可以为雇主提供衡量和实施良好人力资源管理实践以关联员工技能的知识 and 信息。因此，了解人力资源管理实践和就业能力可为毕业生和组织提供相关实践和技能，以实现组织目标。

关键词：人力资源管理，就业能力，体育专业毕业生。

1. Introduction

In today's world of globalization, it has become crucial for public and private organizations to compete in producing the quality and productivity of an employee. An organization that achieves modernity can be seen through its achievements in applying human resource management (HRM) practices. Human resource practices involve the strategic operations in the organization. It represents a vital guidance system that coordinates with the organization's plan. Human resources departments use such practices to guide their activities, including hiring, layoffs, payroll, benefits, well-being, emotional control, and other employees' day-to-day tasks. According to Haweel and Elawady (2016), good HRM practices have been considered one of the most important elements needed by organizations. HRM practices can produce a good, effective, and efficient employee workforce (Haweel & Elawady, 2016). This indicates that organizations' good HRM practices may help increase the capabilities and competencies of employees, which indirectly addresses achieving the organizational goals.

Normally, selected employees are drawn from fresh graduates that are well equipped with employability needed by public or private organizations. Graduates' employability skills are a vital credential required for jobs and success in the profession. According to Seng (2018), graduates with requisite skills will be prioritized to be hired by employers in any Malaysian organization. This is the consequence of employers' expectation that skillful employees can adapt to the working environment. This signifies that the uniqueness of skills owned by employees can enable them to sustain themselves in the job for the long term. However, employers will also polish employees' skills by developing HRM practices to ensure their employability meets the organization's demands. Therefore, HRM practices provided by an organization

play essential roles in developing and improving the employability of an employee. It is also the key indicator to define the employability level of an employee when they perform the job. This indicates that the studies of HRM practices and employability significantly impact the performance of employees and organizations. Previous researchers' findings indicate that HRM practices are also associated with employees' employability (Akkermans et al., 2019). This shows that HRM practices and employability rely on each other.

Nowadays, problems with employee turnover have continually hit every country, either in public or private organizations. This trend in workforce attrition has become a problem for an organization because employees are the key asset that can help to increase the organization's productivity. According to the analysis done by LinkedIn (2018), the average global turnover rate in 2017 was reported at 10.9%. Meanwhile, the statistics provided by the Institute of Labour Market Information and Analysis (ILMIA) (2018) show that, across 2017, the average turnover rate in Malaysia was deemed high at 20%, and involuntary turnover still accounted for 6% (Ilmi et al., 2019). This issue could be addressed by the application of HRM practices not giving satisfaction to employees. At the same time, employees' ineffectiveness also led employers to terminate them from the organization (Ilmi et al., 2019). Besides that, the employees' high employability and fewer opportunities also contributed to the same and added number of turnover intentions in the workplace (Sharma & Rani, 2021). The high skills of employees have better workforce options in the market since they can enhance their well-being elsewhere. Sharma and Rani (2021) also mentioned that the less chance offered than anticipated led them to migrate from their current jobs. This implies that high potential employees tend to leave their organization as a way to develop and be more employable through the opportunities in HRM

practices offered by an organization. Furthermore, employers usually apply HRM practices to have an impact on the growth of an organization. The contribution of HRM practices may enhance graduates' employability that leads to achieving goals. Graduate employability refers to ability and commitment toward work after graduation. It can also be achieved when the graduates are well developed with various abilities and expertise.

However, a previous study reported that graduates' skills in the workplace were insufficient in terms of oral and written English language proficiency (Heang et al., 2019). According to Mokhtar et al. (2021), the skills mismatches between recent graduates and employers' demands are the main driver of graduate unemployment. This indicates that most graduates in Malaysia have a problem demonstrating their employability in the organization as required by employers. Ahmad et al. (2021) stated that universities currently produce a high number of graduates, but there is still an increase in the number of unemployed among Malaysian graduates. A substantial proportion of jobless graduates come from social science, followed by business, engineering, manufacturing, mathematics, and computers. Sports graduates are one of those areas in social science in this situation (Hossain et al., 2018). As a result of the vast number of graduates produced each year, Universiti Teknologi MARA (UiTM) is also one of the institutions affected by employability (New Straits Times, 2020). According to the University Transformation Division of UiTM (2020), many sports graduates are produced every year to meet the demand of Malaysia's sports industry. Nevertheless, the deficient employability owned by graduates has made it challenging to excel in their careers at the workplace. The consensus from this situation indicates that employability is one of the elements needed by graduates in working life to maintain or grow their careers. As a result, employability has been one of the problems among graduates working in the organization. For that reason, HRM practices significantly influence the employability of graduates at the workplace. In this study, five practices of HRM will be applied: recruitment and selection, training and development, reward, performance appraisal, and participation and communication. Therefore, this study will examine the relationship between HRM practices and employability among sports graduates.

2. Literature Review

In every organization, HRM practices are considered a key component linked to employee skills in determining the success of an organization. HRM practices are viewed as the mechanism that can help organizations produce effective employee performance (Almaskari & Bin Marni, 2020). At the same time, employability also is the indicator that needs to be influenced by the organization to ensure qualified and

capable employees can be absorbed. The great influence of HRM and employability can affect the development of the industry worldwide. Past scholars studying HRM practices and employability contended on the significant relationship between the two variables. However, some scholars also pointed out the non-significant relationship between HRM practices and employability.

Firstly, the study conducted by Kaur and Kaur (2020) shows a significant relationship between recruitment and selection of competencies of employees working in the processed food industry in India. Researchers also highlighted that recruitment and selection had the lowest correlation. The study's findings are consistent with the study by Alshibli (2019) on employees at private universities in Jordan, as it also found a significant relationship. It is also supported by Otoo (2018b) that it also signifies a significant relationship between the recruitment and selection and employee competencies among employees in Ghana. The systematic system conducted on human resources can make employees loyal and dedicated to employers (Slavković et al., 2018). However, Shakhawat et al. (2020) found that recruitment and selection had no significant relationship to employees' attitudes and behavior in Bangladesh. The negative attitudes of recruiters toward candidates have made the organization struggle to select qualified candidates (Self et al., 2019). This can make the organization invest more in other practices such as training and development to develop their skills (Alharthy & Bin Marni, 2020). At the same time, the failure in the recruiting process also becomes a challenge to the organization as they need to re-advertise the job, which leads to time and money consumption. Therefore, recruiting suitable candidates with good qualifications and experience to fill the job vacancies may help the organization to reduce its investment.

Secondly, organizations will provide the proper training as part of their responsibility in introducing, developing, and enhancing skills and experience once they have been recruited. Based on the study by Ahmad et al. (2021), there are significant differences in training and development based on sectors. The score for training and development for the public sector is higher than the private sector. Otoo (2020) managed a study among 550 employees in the pharmaceutical industry that found a significant relationship between training and the development of employee competencies. The result is synonymous with Mahmood et al. (2018), a study conducted among employees in Johor emphasizing that training functions had a significant relationship with employee competencies. Previous researchers also supported it that found the same result (Otoo, 2018a; Otoo & Mishra, 2018). According to Pham et al. (2020), employees who participate in training can utilize new knowledge, skills, and attitude in their daily work, improving their abilities to complete

duties. Besides, Otoo (2020) also pointed out that employees can gain knowledge and skills via training and development, allowing them to change their behavior and complete their duties more successfully. A study by Akkermans et al. (2019) stated that employee training and development are not related to perceiving employability. The training and development have been viewed as little consideration and expense instead of investment for organizations' conduct (Fletcher et al., 2018). According to Halawi and Haydar (2018), employees that organizations regarding their new tasks do not adequately train are incapable of doing their functions according to their expectations. Hence, training and development can make the organization and employees receive their benefits after achieving the target.

Moreover, reward practice is considered one of the essential elements for candidates or employees who want to work in public or private organizations. It is a pillar and acts as a backbone of the organization. Organizations' rewards have been a media to acknowledge employees to improve their abilities. Compensation is one of the HR practices whereby an employer needs to provide a reward to the person working in an organization and makes soothing effect for both parties and organization performance. Therefore, an employer must find innovative compensation strategies to link with organizational performance. Alshibli (2019) found that the result of reward and employee competencies was significant. Others found a positive relationship between compensation practice and employee performance. Kaur and Kaur (2020) confirmed that the result was aligned with a previous study. Alwaki (2018) stated that remuneration had a link to employees' attitudes in several manufacturing organizations. Although past studies show a significant relationship between reward and employability, the survey done by Akkermans et al. (2019) revealed a contradictory result as they found an insignificant relationship between the two variables. Researchers indicate that the little consequence is that the rewarding practice might be less important than employees' participation and communication. According to Taba (2018), poor recognition in the organization has led most employees to become dissatisfied with the management. Therefore, the low or high reward given by employers will greatly impact employees' feelings and their abilities to be more competent.

Furthermore, performance appraisal refers to the platform for employees to be assessed by the organization regarding their performance. The appraisal system can help employers provide feedback and advice for employees to know their quality of work. According to Yusoff et al. (2020), appraisal comprises an objective evaluation of employees using an outline of measures to be taken for improvement and have a mutual signed by

employee and manager. The researcher stated that the performance appraisal was a worthwhile practice that may influence employability. Besides that, Otoo (2020) also signifies performance appraisal and employee competencies associated with each other. The researcher obtained that an efficient performance evaluation has allowed employees to develop skills that organizations require. The findings of Alshibli (2019), Kaur and Kaur (2020) also contended the significant relationship, as previous researchers stated. According to Sendawula et al. (2018), employees are more likely to gain new information and skills to accomplish a better job when they receive a positive response from employers. On the other hand, the study of Otoo and Mishra (2018) on the employees in Ghana shows opposite findings, stating the non-significant relationship between performance appraisal and employees' skills. It was also supported by other researchers that also contended the same result (Otoo, 2018b; Akkermans et al., 2019). According to Murphy (2020), ineffective appraisal systems can result in employees' unfavorable issues such as low efficiency, morale, and passion. Beijer et al. (2019) signify that the performance appraisal is not always apparent to employees due to the practice not being acknowledged as HRM practice. Thus, a measurable performance appraisal may foster employees to boost their skills and performance. This can lead the organization to reduce its possibilities of turnover issues.

The participation and communication of employees in the organization can be a medium to produce a good relationship with the management. This can be seen when employees contribute their ideas and suggestions to make improvements. The availability of this practice enhances communication skills and boosts the performance of employees and others at the workplace. The study by Akkermans et al. (2019) shows a positive correlation between participation and communication on employability. Researchers stated that this is due to the clear communication created through feedback and fair recognition that has made employees acknowledge the organization's effort in taking care of their welfare. Besides, the study conducted by Kaur and Kaur (2020) also found a consistent result with previous researchers. On the other hand, Otoo (2018a, 2018b), Otoo and Mishra (2018), in their study on employee participation and competencies, also contended a significant relationship between the two variables. The involvement of employees is the medium for them to demonstrate ideas, opinions, and understanding. Employees' capabilities can be expanded when they engage in decision-making within the organization. This can be achieved when employers put a high level of trust in employees to improve the organization (Ahmad et al., 2022). Therefore, participation and communication among employees are needed in every organization as they can provide valuable skills that can

help build up a good quality of customer service. This can lead organizations to gain a good response toward their performance.

3. Research Method

3.1. Sample

The quantitative research design is applied in the study, which uses survey methods to obtain information and data from respondents. It is aligned with this study's research objective, which is to investigate the relationship between HRM practices and employability. The population of sports graduates from UiTM is the focus of this scientific query. UiTM sports graduates from five campuses (Pahang, Seremban, Perlis, Sarawak, and Selangor) employed from 2015 to 2019 are included in the study. At the same time, the exclusion refers to UiTM sports graduates that are self-employed and unemployed. Based on data gathered from UiTM Transformation Division, the number of the population reported was 1754. The sample size of this research based on the population is 370 respondents. Of 370 respondents, 145 (39.2%) were female, and 225 (60.8%) were male. Simple random sampling was used in this study, making each sports graduates have an equal probability of being the respondent. The researcher has conducted this sampling technique using the lottery method to avoid bias in selecting the sample.

3.2. Questionnaire Design

The survey was done using a questionnaire set that represented the HRM practices and employability. It consists of three parts: part A represents the

demographic profile; part B includes 26 items of HRM practices from Beijer (2014), and 20 items of employability by Baker et al. (2017) were represented in part C. There are five subfactors of HRM practices. Four items were used for recruitment and selection practice, seven items for training and development, reward practice consisted of six items, four items were used to measure performance appraisal, and lastly, participation and communication consisted of five items. The items in parts B and C were rated on a 5-point-Likert Scale format ranging from 1 (strongly disagree) to 5 (strongly agree). The detail Cronbach's alpha reported was presented in Table 1.

3.3. Data Analysis

The researcher used IBM SPSS Statistics for Windows, Version 25.0 to analyze the data in this research. The data from the pilot study were analyzed for their reliability values. The overall reliability of the questionnaire was above 0.61. Konting et al. (2009) suggested that the Cronbach alpha value above 0.61 indicates the reliability value of the questionnaire is acceptable. The actual sample had been collected after the reliability of the items was met. The data were cleaned before their analysis, and a normality test was conducted. A normality test is used to test if the data is normally distributed. The result showed no apparent skewness, and the data were normally distributed. Therefore, the researcher chose to analyze the data using parametric testing. Table 1 presents a statistical analysis used to examine the relationship between HRM practices and employability among UiTM sports graduates.

Table 1. Specification of the measurement scale and data analysis procedure

Details of Measurement	Number of Items	Cronbach's Alpha	Statistic Procedure
HRM Practices			
Recruitment and selection	4	.881	Pearson Correlation
Training and development	7	.735	
Reward	6	.758	
Performance appraisal	4	.802	
Participation and communication	5	.796	
Employability	20	.930	

4. Results

Table 2 shows the descriptive statistics of HRM Practices and employability among sports graduates. Interpreting the mean score for the level of HRM practices among sports graduates was moderate as the values are 2.34-3.66. The employability among sports graduates was reported to be high as the value of the mean score is in the range of 3.67-5.00 (Best, 1977).

Table 2. Descriptive statistics of human resources management (HRM) practices and employability

Details of Measurement	Mean	Std. Deviation (SD)
HRM Practices		
Recruitment and selection	3.62	.744
Training and development	3.49	.618

Continuation of Table 2

Reward	3.44	.824
Performance appraisal	3.63	.764
Participation and communication	3.62	.838
Employability	4.23	.616

Table 3 presents the findings of the relationship between HRM practices and employability among UiTM sports graduates. It was done to answer the main research question, which focuses on the relationship between variables. Based on Table 3, the correlation reported a significant and moderate positive relationship between recruitment, selection practices, and employability ($r = .442$ and $p < .001$). This relationship determines the effective recruitment and selection

practice process that may produce better graduates' employability. Furthermore, there was a significant and moderate positive relationship between training and development practice and employability among UiTM sports graduates ($r = .337$ and $p < .001$). This relationship indicates that the better training and development practice provided, the higher the skills of graduates.

The relationship between reward practice and employability was significant and moderately positive among UiTM sports graduates ($r = .357$ and $p < .001$). This relationship shows that the better reward practice given, the higher the employability highlighted by the graduates. Correlation analysis also showed a significant and moderate positive relationship between performance appraisal practice and employability among UiTM sports graduates ($r = .414$ and $p < .001$). The result reported indicates that the higher the performance appraisal practice, the better the employability shown by graduates. Lastly, there was a significant and moderate positive relationship between participation and communication practice and employability among UiTM sports graduates ($r = .418$ and $p < .001$). This relationship determines that the higher participation and communication practice, the better the employability of graduates.

Table 3. Correlation between HRM practices and employability

	Employability	
Recruitment and selection	Pearson Correlation	.442**
	Sig. (2-tailed)	.000
	N	370
Training and development	Pearson Correlation	.337**
	Sig. (2-tailed)	.000
	N	370
Reward	Pearson Correlation	.357**
	Sig. (2-tailed)	.000
	N	370
Performance appraisal	Pearson Correlation	.414**
	Sig. (2-tailed)	.000
	N	370
Participation and communication	Pearson Correlation	.418**
	Sig. (2-tailed)	.000
	N	370
Employability	Pearson Correlation	1
	Sig. (2-tailed)	
	N	370

5. Discussion

The study's findings indicated a significant and moderate positive relationship between recruitment and selection practice and employability among UiTM sports graduates. The result of this study was in line with a study done by previous researchers in HRM practices and employee competencies (Otoo, 2018b; Alshibli, 2019; Kaur & Kaur, 2020). This shows that the sports graduates strongly agree that recruitment and selection done by the management was transparent due to the considerable time spent conducting several phases of interviews in identifying talented and

competent candidates. This was supported by Ahmad et al. (2018), who found that effective recruitment and selection will cause the organization to have employees who can perform tasks according to their expertise. However, the result of this study rejects past research conducted by Shakhawat et al. (2020) that recruitment and selection practice was not significant to employee attitudes and behavior. The result shows that various departments in the organization do not play their role in providing a more significant effort to specify the needs of new employees that own employability. This is supported by Selase (2018), who contended that the attitude of administration that does not contribute to participating in filtering the candidates had made the organization challenging to strive in getting employees capable of performing duties. Such a thing will result in the absorbed employees having a high probability of being laid off when they fail to comply with a task assigned. Thus, it shows that the excellent process of recruitment and selection practice will help the organization to have valuable candidates that can ensure the skills possessed can achieve the organizational goals.

Also, the result of this study illustrates a significant and moderate positive relationship between training and development practice and employability among UiTM sports graduates. This is synonymous with the finding by Otoo (2018a, 2020), Mahmood et al. (2018), Otoo and Mishra (2018), who emphasized there is a significant positive relationship between training and employee competencies. This has shown that graduates agree that the high amount of money invested in implementing the training and development has produced effectiveness, resulting in graduates being more competent in mastering and applying their knowledge. This statement is supported by El Hajjar and Alkhanaizi (2018); excellent training facilities such as ample space and a technologically sophisticated environment invested in training programs can facilitate quick learning and a better understanding of employees. It also can be signified that employees who undergo training may improve mental clarity, which aids them in making better judgments. Furthermore, according to Silva et al. (2021), the training and development provided can improve an individual's decision-making skills making the group task easier to complete. However, the result has been rejected by previous researchers who contended a non-significant connection between training and development practice and employability (Akkermans et al., 2019). This implies that the training conducted fails to associate employees' capability since the organization did not prioritize providing employees with training opportunities during or after working hours. According to Sendawula et al. (2018), an employee's competency, responsiveness, and productivity depend on altering off-job and job training conducted by the employers. Based on the statement, it

indicates that poor attention of organization in anticipated training and development would probably make employees not get excited to engage, thus making them exhibit a bad reputation toward the job. Hence, the investment made by the organization in training and development becomes one of the mediums for employees to absorb new knowledge, skills, and behaviors in facing a given workload.

The study's result demonstrates a significant and moderate positive relationship between reward practice and employability. This result parallels that of previous researchers who found that reward practice is related to the competency of an employee (Kaur & Kaur, 2020; Alshibli, 2019; Alwaki, 2018). This signifies that sports graduates agree that the rewarding practice received is equally distributed following the standard policies set by the organization. The satisfaction of graduates in receiving fair rewards from organizations has stimulated them to improve their skills aligned with the needs of employers. This statement was supported by Samad et al. (2020), stating that the management decides the reward based on the procedure prescribed by the Public Service Department to ensure the reward given to employees is fair and satisfactory. It shows that these guidelines applied in the organization can motivate employees in their job. On the other hand, the result of this study contrasted with previous researchers, Akkermans et al. (2019), who contended that reward practice was not substantially connected to employability. This is because the rewarding practice was not commensurate with the skills and workload received by employees. This makes the employees have less morale to update and apply their knowledge as their organizations require. This is supported by Bhui et al. (2016). Researchers stated that employees feel undervalued when they receive inadequate recognition provided by the organization, which might lead them to confront work stress. The poor payment will degrade employees' working abilities, resulting in their being off from their employment in the future. As Mendis (2017) stated, the dissatisfaction with the salary level received would decide for the employee to retain or leave the organization. Thus, it shows that the equal distribution of reward practices applied in public and private organizations plays a significant role in associating the employability of employees.

Moreover, the analysis proves that performance appraisal practice has a significant and moderate positive relationship with employability among sports graduates. This result is aligned with the studies by previous researchers who found that HR performance appraisal is connected to perceiving employability (Alshibli, 2019; Otoo, 2020; Kaur & Kaur, 2020). This indicates that sports graduates strongly agree that the organization has evaluated the appraising system based on objectives as the organization has good experience in conducting it. It means that a clear explanation by the organization concerning the criteria being assessed is

understood by graduates and has enabled them to impact and influence others. This is supported by Eliphas et al. (2017); the high appraisal feedback experienced by management allows their employees to demonstrate good quality of service to the public. This shows that good performance appraisal practice by public or private organizations produces employees who can do their duties more diligently and stay in the organization. According to Nawaz and Pangil (2016), researchers highlighted that the reasonable assessment system perceived by employees within the organization enables them to become loyal. Nonetheless, the findings of Otoo and Mishra (2018), Otoo (2018b) stated that performance appraisal practice had no significant relationship with employees' competencies. This is because employees are dissatisfied with the organization's efforts to improve the performance appraisal that has been implemented. The lack of action by the management to inform employees regarding their accomplishments will create conflict over the appraisal system within the organization. This has made the organization produce employees unwilling to acquire new knowledge and thus ineffective in their work. Yazid et al. (2017) pointed out that the ineffectiveness of the performance appraisal in organizations has resulted in employers' and employees' facing conflict that can influence their morale and enthusiasm on the job. At the same time, it has resulted in the working environment becoming disharmonious due to the stress faced by employees.

Likewise, the result also demonstrates a significant and moderate positive relationship between participation and communication practice and employability among sports graduates from UiTM. This research's finding was parallel with previous studies that indicate a significant relationship between employee participation and employability (Akkermans et al., 2019; Otoo, 2018a, 2018b; Kaur & Kaur, 2020; Otoo & Mishra, 2018). This shows that sports graduates strongly agree that participation and communication have enabled them to be proactive when the organization gives their opportunities and complete trust in channeling ideas to provide a solution. As Kumar and Saha (2017) stated, the trust given by organizations helps employees create mutual relationships with others, enabling them to use their abilities and ideas to improve production efficiency. In that situation, it can be considered that trust is essential in building up a good correspondence between employees and management to motivate and support improvements that will be implemented. Hence, according to Stachová et al. (2017), effective involvement and communication in organizations can minimize conflicts and make the employees stay longer with their work.

Overall, based on the result, the UiTM sports graduate agrees that the HRM practice had a significant impact on employability. Though the study had been

conducted in Malaysia, the results portrayed a similar range of acceptance from the previous survey (Kaur & Kaur, 2020; Otoo, 2020); this indicated that the HRM practice is significantly affecting employability. Hence, this also proved the importance of good HRM practices in enabling employees to sustain their emotions, performance, and satisfaction.

6. Conclusion

In conclusion, the main findings of the present study confirmed that HRM practices, recruitment and selection, training and development, reward, performance appraisal, and participation and communication have a significant moderate positive relationship with employability among sports graduates. Therefore, studying HRM practices and employability can provide an overview of good knowledge and information for employers and graduates to acknowledge the problems that influence the organizations' performance.

This study's implication was addressed to employers in public and private organizations, graduates, and Higher Education institutions (HEI). This study may provide employers with knowledge and information in measuring and implementing good HRM practices to associate the employees' skills. Besides, it also helps employers analyze the application of the practices towards employees, whether it is following the standard procedures that have been designed or not, such as in terms of the appraisal system and rewards. The implication of this study also can be worth the organization to have a better performance of employees. On the other hand, the contribution can also be seen in graduates who can prepare with relevant employability skills suited to the field of work. The graduates also may prepare in terms of physical and mental strength to adapt to the working environment. Additionally, the graduates may evaluate their employability when working whether it becomes better or maintained the same during their study. This is because the practices given by organizations have indicated a relationship of employability. The lack of HRM practices and employability may lead the organization to face turnover. Furthermore, it contributes towards HEI, where they can develop suitable modules in preparing the employability of graduates. Therefore, this study produces a significant indication for employers and employees in analyzing the application of HRM practices and employability at the workplace to ensure the organizational goals can be achieved.

The strength of this study is that other researchers can understand perceptions of human resource management practices and employability based on sports graduates' points of view. In addition, the results of this study help reveal how human resource management practices are practiced in the organization

where sports graduates work and explain the employability of sports graduates when they are in the world of work. However, there are limitations in this study when it only focuses on the perceptions of sports graduates alone without involving employers and also evaluates the human resource management practices practiced and the marketability of graduates who are working in the organization. There is also no depth experience described in this research because no interview sessions were held.

Finally, future researchers are recommended to extend larger samples to graduates from other Higher Education Institutions in Malaysia that have been employed. Additional practices of HRM such as career planning, working conditions, and teamwork may also be considered to influence employability in future studies. At the same time, future researchers are recommended to involve employers to participate as a respondent in the study to prove the perception and experience of graduates on human resource management practices practiced in the organization and their employability is accurate and true in line with their evaluation.

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Authors' Contributions

Mohamad Firdaus Ahmad and Nur Syazwani Zulaikha played a role in completing the writing of the manuscript as a whole. Nur Dalilah Dahlan and Nur Hani Syazwani are responsible for providing initial ideas and a literature review. Wahidah Tumijan focused on the research methodology, while Ellail Ain gave ideas and thoughts on the research discussion. All authors have read and reviewed this manuscript for publication.

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