

The Effect Of Human Relations And Autonomy On Employee Employability

Fatwa Tentama, Indah Dwi Cahya Izzati, Muniratul Husna

Abstract: Employability is an essential component of the organization. Therefore, organizations need to pay attention to factors that can improve employability. This study aimed to examine the effect of human relations and autonomy on employee employability. The participants of this study were employees at the University of X Yogyakarta, with a total of 49 employees. The sampling technique used was simple random sampling technique. Data collection was conducted by using human relations scale, autonomy scale, and employability scale. Data analysis was conducted using multiple linear regression techniques. The results showed that 1) there was a very significant effect between human relations and autonomy simultaneously on employability with $p = .000$ ($p < .01$), 2) there was a very significant effect of human relations on employability with $p = .003$ ($p < .01$), 3) there was a very significant effect of autonomy on employability with $p = .001$ ($p < .01$). Simultaneously, human relations and autonomy contributed 40.8% to employability. Autonomy contributed more dominantly to employability (22.2%) than human relations to employability (18.6%). Therefore, the employability of employees can be predicted based on human relations and autonomy.

Index Terms: Attention, Autonomy, Employee, Employability, Human Relation, Organization, Univesity

1. INTRODUCTION

Employability skills are essential for every individual in educational institutions, companies, and organizations. This statement is in line with Jameson [1] which emphasized the importance of developing and improving employability. Some experts believe that employability can affect individuals to better manage their careers [2], [3]. Thus, the work and career continuity of employees can work well if employees have employability. Employability can improve the ability of teamwork, communication, self-management, analysis, and critical thinking [4]. Low employability level has an impact on low self-esteem, effort, and willingness to enter the workforce [5]. Individuals with low employability tend to have more difficulties to enter the workforce regarding the expected career [6]. Also, the increase in unemployment is due to the low employability of individuals [7]. Other impacts caused by low employability are inadequate decision making, conflict, inappropriate leadership, low meta-cognitive skills, ineffective performance, low social responsibility, and pessimism [8]. Employability is defined as a form of skills of special abilities that allow employees to identify and be aware of career opportunities [9]. Employability is an individual's perception of his/her ability to stay or find another job according to his/her interests or desires [10]. Employees who have high employability no longer depend on one company to continue working but depend on their ability to work [11]. Employability can change employee perceptions of situations that threaten the continuity of their work to be challenging situations that must be faced [12], [11], [13]. Employability refers to skills, knowledge, and competencies that enhance the ability of individuals in work [14]. Fugate, Kinicki, and Ashforth [15] provide the concept of employability dimensions. These dimensions consist of career identity, personal adaptability, and social and human capital. 1). Career identity, career identity is a construction of role identity, job identity, and

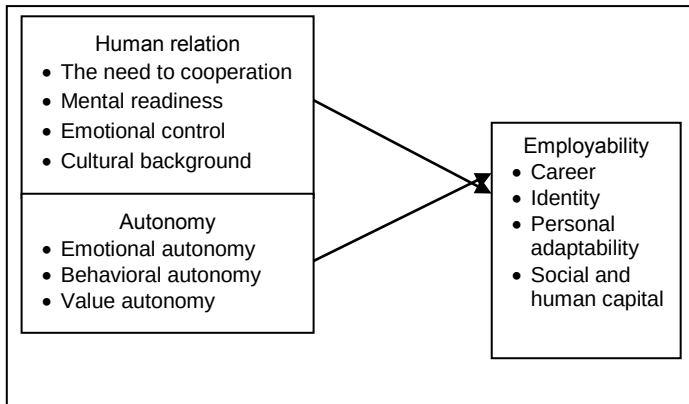
organizational identity that refers to how employees work in a particular work context. In the context of work feasibility, career identity includes goals, expectations, and concerns; personality traits; values, beliefs, and norms. 2). Personal adaptability is the ability of individuals to change personal factors of themselves as employees so that they can adapt to the demands of the workplace. The skills contained in this ability consist of several skills, namely: optimism in adapting, tendency to learn, openness, self-control, and self-efficacy. 3). Social and human capital, the ability of individuals to identify and recognize employment opportunities, are strongly influenced by social and human capital. Social and human capital are good intentions inherent in social networks. Individuals with social and human capital seek career opportunities by utilizing social and more formal networks. Social and human capital includes internship experience, training experience, emotional intelligence, and knowledge.

Human relations have a significant impact on the formation of employability [16]. In addition, human relations are also beneficial to improve employability and career progress [17]. Individuals with excellent human relations skills understand what knowledge organizations need, such as communication skills and cognitive strategies to operate harmoniously and productively in organizations [18]. Individuals can develop themselves, remain competitive, skilled if they have excellent human relations skills [19].

Human relations are related to the way individuals anticipate, prevent, or resolve conflicts between social groups [20]. Human relations is the interaction between individuals and other people both in work situations or in employment organizations [21]. Human relation is a relationship that involves identifying all interactions of human behavior and social behavior in an organization [22]. Human relations is the interaction between individuals in society emerged because of a bond that connects individuals with society in organizations [23]. Another factor that can influence employability is employee autonomy at work. Work autonomy is identified as the quality most often sought by employers in prospective employees because autonomy is the leading quality that can affect employability [24]. Autonomy is considered as a factor that helps individuals to enter the workforce [25]. Individuals with autonomy are seen as having better employability in terms of attitudes, motivation, skills, and knowledge [26]. Also, some employers consider that individuals with autonomy tend

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to have more employability and can adapt to new environments [27]. Autonomy is defined as the belief that individuals must be independent of other people, especially regarding their ability to work [28]. Autonomy is an individual belief in his/her ability to solve problems and respond to stress effectively [29]. Autonomy refers to the ability of individuals to think and act without help or the influence of others and the ability to decide what should be done [30]. Autonomy is the ability of individuals to face life's challenges and has the creativity to benefit themselves and others or their environment [15]. Based on the explanation above the influence of human relations and autonomy on employability for employees can be described in the chart below:



This study aimed to examine the effect of human relations and autonomy on employability of employees at the University of X Yogyakarta.

2 RESEARCH METHOD

2.1 Population and Sample

The population in this study was all employees at University X in Yogyakarta, Indonesia. The samples in this study were employees at the University of X Yogyakarta, 49 people in total. The selection of research participants was randomized using the simple random sampling technique.

2.2 Instrumen

The method of data collection in this study was using scales, they were employability scale, human relations scale, and autonomy scale. The employability scale was based on the dimensions of employability according to Fugate, Kinicki and Ashforth [32], namely: career identity, personal adaptability, social and human capital. The human relations scale was used to measure human relations aspects according to Rakhmad [33], namely the need for cooperation, mental readiness, emotional control and cultural background. The autonomy scale was constructed based on aspects of autonomy according to Steinberg [34], namely: emotional autonomy, behavioral autonomy and value autonomy. All of the scales mentioned above used Likert scales.

2.3 Instrument Validity and Reliability

The scale was given to 30 employees at the University of X in Yogyakarta, Indonesia for trial. The results of the trial analysis on the employability scale obtained the results of the reliability coefficient (α) of .821 with the corrected item-total correlation range moving from .289 to .510. The results of the trial

analysis on the human relations scale obtained the results of the reliability coefficient (α) of .900 with the corrected item-total correlation range moving from .587 to .815. The results of the trial analysis on the autonomy scale obtained the reliability coefficient (α) of .869 with the corrected item-total correlation range moving from .382 to .668.

2.4 Data Analysis

The data analysis method used was parametric statistics method. Data analysis was performed using IBM SPSS Statistics 21.0, through multiple regression technique, a statistical analysis technique to determine the effect of human relations and autonomy on employability. Before testing the hypothesis, assumption tests were carried out, they are normality test, linearity test, and multicollinearity test.

3 RESULT AND ANALYSIS

3.1 Assumption Test

3.1.1 Normality Test

The result of the normality test can be seen in table 1.

TABLE 1
NORMALITY TEST

Variable	K-SZ Score	Sig.	Annotation
Employability	.809	.530	Normal
Human Relation	1.070	.202	Normal
Autonomy	.847	.470	Normal

Source: Research Result, 2019 (processed data)

Based on the results of the normality test shown in table 1, it is known that the significance value of the employability, human relations, and autonomy variable are .530, .202, and .470 respectively ($p > .05$), indicating that each data are normally distributed. In other words, it can be concluded that each variable has a normal data distribution.

3.1.2 Linearity Test

The result of the linearity test can be seen in table 2.

TABLE 2
LINEARITY TEST

Variable	F Linearity	Sig.	Threshold	Annotation
Human Relations	20.129	.000	$P < .05$	Linear
Autonomy	24.119	.000	$P < .05$	Linear

Source: Research Result, 2019 (processed data)

Based on the linearity test results shown in table 2, human relations to employability obtained F linearity of 20.129 with a significance level (p) of .000 and autonomy to performance obtained F linearity of 24.119 with a significance level (p) of .000. This indicates linearity or the presence of a straight line that connects human relation with employability, as well as autonomy with employability.

3.1.3 Multicollinearity Test

The result of multicollinearity test can be seen in table 3.

TABLE 3
MULTICOLLINEARITY TEST

Variable	Tolerance	VIF	Annotation
Human relation	.907	1.103	No multicollinearity
Autonomy	.907	1.103	No multicollinearity

Source: Research Result, 2019 (processed data)

Based on table 3, it is shown that human relations and autonomy have VIF values = 1.103 (VIF <10) and tolerance .907 (tolerance > .1). Thus, there is no multicollinearity between human relations and autonomy.

3.1.4 Regression Analysis

The result of regression analysis can be seen in table 4.

TABLE 4
PARTIAL ANALYSIS

Variable	Partial	Sig	Threshold	Annotation
Human relation on employability	.418	.003	P < .01	Very Significant effect
Autonomy on employability	.460	.001	P < .01	Very significant effect

Source: Research Result, 2019 (processed data)

Based on table 4, it can be seen that the relationship between human relations and employability is obtained by partial value = .418 with a significance level of $p = .003$ ($p < .01$) which means that there is a very significant effect of human relations on employability. The effect of autonomy on employability can be seen from partial value = .460 with a significance level of $p = .001$ ($p < .01$) which means that there is a very significant effect of autonomy on employability.

TABLE 5
SIMULTANEOUS ANALYSIS

Variable	F	R Square	Sig.	Threshold	Annotation
Human Relations and Autonomy on Employability	15.876	.408	P = .000	P < .01	Very significant effect

Source: Research Result, 2019 (processed data)

Based on the result of multiple linear regression analysis in table 5, human relations and autonomy simultaneously contribute to the employability of employees at the University of X Yogyakarta. These results indicate that the first hypothesis was accepted, namely that employability can be predicted based on human relations and autonomy.

Simultaneously, the two independent variables contributed 40.8% to employability so that other factors could influence the remaining 59.2%. Other factors that affect employability include soft-skill, problem-solving skill, internship experience, exceptional skill, and learning achievement [35]. Human relations contributed 18.6%, and autonomy contributed 22.2% to employability. Thus, autonomy provides a more dominant contribution than the contribution of human relations to employability. Work autonomy is indicated by a change in the attachment of emotional relationships between employees and others. It is also shown by the ability of employees not to depend on emotional support from employers or colleagues. Autonomous employees are not dependent on others and can rely on their abilities at work. Also, employees could make choices and decisions independently at work. Behavioral autonomy includes the ability to ask for the opinions of others if needed as a basis for developing choices, weighing various choices that exist, and ultimately being able to conclude an accountable decision. Employees have confidence in their value, so they can think according to their own beliefs and values, and behave according to their own beliefs and values. The results of the analysis showed that the second hypothesis was accepted, which means there was an influence of human relations on employability of employees at the University of X Yogyakarta. This result is in line with the findings of previous research, which also found that human relations were able to play a role in supporting employability [36]. Individuals with excellent human relations tend to be more confident and have extensive knowledge to continue successfully in organizational culture [18]. Furthermore, individuals with human relations can bring new information that can enhance interpersonal relations to improve employability [19]. Employees who are at work can work well with their colleagues and superiors so that a strong social network will be created between fellow employees and superiors so that the real opportunities in a career are more significant to be obtained. Cooperation with fellow employees and superiors in various forms of work will also have an impact on increasing employee experience, training experience, and employee knowledge. Also, employee mental readiness in work and emotional control need to be continuously developed by employees as a way to adapt to the demands of substantial and varied work and an ever-changing work environment. The third proposed hypothesis was also accepted, namely that there is a significant effect of autonomy on the employability of employees. The results of these studies are in line with previous studies showing that autonomy is one of the most influential factors that can predict employability [37]. One effort that can be done to improve the employability of individuals is by exercising their independence, in addition to autonomy, they can shape the character of manners, tolerance, and self-control [38]. Autonomy is considered as the attribute that is most likely desired by employers because autonomy can build work ethics and individual teamwork that will later affect employability levels [24]. Employee autonomy is shown by employees having the ability to make their own decisions when faced with specific jobs and dare to carry out those decisions with various consequences. In addition, employees can adjust to changes in relationships with coworkers and superiors, do not depend entirely on coworkers and superiors at work, and get used to being able to work independently in completing their work. Thus, autonomous employees will quickly adapt to their work and work environment and be able to identify their own ability to excel in their career. The

implications of this study can provide insight and awareness to employees and organizations in carrying out their work. This research showed that human relations and autonomy have a sizeable positive impact on employee employability. The organization is expected to create a productive work environment and build good communication relations between employees so that good human relations can be created. Employees who have good human relations will be able to work well with their colleagues and superiors. This shows that human relations play a role in supporting the low level of employability. Organizations must also be able to be realistic in providing training and direction in building employee autonomy. This is because autonomy is considered as the most likely attribute to be desired by employers because autonomy can build work ethics and individual teamwork, which will affect employability. The limitation in this study lies in the small number of samples, it is expected that in subsequent studies, increasing the number of samples and the study population. The next researcher is expected to add or use other variables besides human relations and works independence, so they can know the effect of other variables.

4 CONCLUSION

The conclusion in this study is that there is a very significant effect between human relations and autonomy simultaneously on employability, there is a very significant effect of human relations on employability, and there is a very significant effect of autonomy on employability. Simultaneously, human relations and autonomy contributed 40.8% to employability. Autonomy contributed more dominantly to employability (22.2%) than human relations to employability (18.6%). Therefore, employability could be predicted based on human relations and autonomy.

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