

Identifying the Factors Affecting the Employability of Recruitment Agencies

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***Abstract---** Nowadays, with the emergence of changes in employer recruitment needs and changing labor market needs and employment status in society, recruitment agencies have become the main source of job seeking and shaping the employment situation and lowering the unemployment rate in society. Most of the research has focused on assessing the employability of individuals in organizations, and the role of recruitment agencies in increasing or decreasing employment rates and accelerating the process of employment in society has not been addressed and no research has been conducted in this regard. The purpose of this article is, therefore, to identify the factors affecting the employability of recruitment agencies, which is the main research question and has a great impact on the presentation of the final model. The present study follows the qualitative research method and thematic analysis approach. Sampling was purposive and semi-structured interview was conducted using snowball technique with 20 managers and experts of recruitment agencies. The categories: organizational credit, organizational factors, economic and political factors, cultural factors, marketing, advertising and geographical factors were identified as the main categories for analyzing the main research question. The findings also showed that the categories: legality, changes in political and economic structures, migrant culture, marketing and advertising, clarification of spatial structure as sub-categories are the most important factors affecting the employability of recruitment agencies.*

***Keywords---** Recruitment, Recruitment Agencies, Employment, Employability, Employee Finding.*

I. INTRODUCTION

Having a job is one of the important necessities of human society, because job is the center of self-concept and professional success for individuals and organizations and is of great importance (Volmer & Spurk, 2011 p. 315). In recent years, we have witnessed extensive and major changes in the labor market, as a result of the globalization and rapid growth of technology (Morell, 2010, p. 315). More than 30 million of the Iranian population are within the age group of 15 to 34 years, whose main concern is employment (finding a suitable job) and about 5.8 million people in the age group of 15 years, i.e. the age of deciding on the field of study (Statistics Center of Iran). Given that these people will enter the labor market in the next four or eight years, job counseling and guidance by recruitment agencies is crucial for them to introduce the surplus skills required by the labor market so that they can get a job that is worthy and meets their material and spiritual needs simultaneously. To meet this need, all the facilities and capacities to create jobs in the country, can only meet half of the demand, and for the other half, new programs and complementary methods are needed (Sam Aram, 1382 p. 34).

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Recruitment agencies play an important role in preparing and reducing the waiting time of job seekers to achieve job opportunities and should be studied as the best source for finding job opportunities for educated job seekers (Gabbitas, 2018) and they are one of the important tools for recognizing and regulating the labor market and act as an intermediary between workforce supply and demand. They have a good understanding of their local markets and become key players in this sector (Abdullah; 2013, p. 15). Institutions can also provide volunteers with an accurate understanding of their desired salary, depending on their experience and the field in which they wish to work (Pretty, 2008, p.15). Establishment and expansion of job centers is one of the active policies of the labor market, which has a significant contribution in reducing the unemployment rate. In addition, they improve the labor market policy and planning process with the information they provide on labor market supply and demand.

Recruitment agencies and institutions are established with the aim of adapting the supply and demand of workforce, and their role in the job search process as the executive arm of the government is of utmost importance. Employers as the workforce seekers and workforce as job seekers are two important and determining factors in the labor market (Doyle, 2019). The proper and efficient mechanism, communication and matching of the two with each other requires awareness of the opportunities available in the labor market and workforce seekers. Therefore, having such information is very important for them. But achieving it is not possible within the framework of individual activities and requires time, energy and money. Recruitment agencies help the supply and demand of workforce through classification and processing of the labor market information and thus facilitate the job search process in the labor market (Azma and Rahbari, 1394, p. 63). But to achieve this goal, they must also increase their recruitment capacity so that more people come to them for employment and given that these institutions can easily hunt job opportunities, and given their importance in the field of employment, they need to be further researched and studied.

The recruitment process is evolving due to the intervention of new technologies, changes in the organizational needs of employers and the increase in the expectations of job seekers and also employers, as well as the extensive activity of recruitment agencies. The hiring phase in the hiring process occurs when the company (employer) tries to reach a set of applicants through job postings, job referrals, advertisements, universities and educational institutions, as well as recruitment agencies; in addition, the employers also review the work history of the job seekers (Doyle, 2019). The performance of recruitment agencies has an effective role in attracting and increasing the system of job seekers' referral to recruitment agencies. The results of the research of the team of experts of the recruitment agency (Robert, 2016) showed that if the process and feedback of these agencies to job seekers takes more than two weeks, the job seekers will lose their interest in finding a job through the agencies. Therefore, in order to increase the referral of the job seekers to the said agencies, the agencies need to increase their employability.

So far, research has mostly identified factors affecting the employability of individuals in organizations and no research has been done on the employability of recruitment agencies as the executive arm of the government and the main lever in shaping the employment field and the factors affecting it. Therefore, the researcher in the present study has tried to highlight the role of recruitment agencies in job search for job seekers by identifying the factors affecting the employability of job seekers and finally, by providing practical suggestions, tried to show that new-emerging job opportunities can be managed by adopting organized measures and strategies and using large investments, while strengthening the performance of recruitment agencies and dramatic changes can be done in employment statistics by convincing the employers to hire talented and sometimes inexperienced workers.

II. THEORETICAL FOUNDATIONS

Recruitment: Recruitment can be considered as a process through which public or private organizations help job seekers to find job and employers' to provide manpower (Azma and Rahbari, 1394, p. 67).

Recruitment Agency: A recruitment agency is established as a public agency to provide and manage labor market services and programs. Recruitment agencies provide a variety of services in the labor market and are known as the center of gravity of labor market policies, the most important of which are: placement services, providing quantitative and qualitative information on the labor market, providing job creation program, holding training courses, presenting job counseling, evaluating people for entering the labor market, paying unemployment insurance and providing insurance support, and finally providing information related to jobs, while being of three types of public, private and non-profit.

Workforce: Workforce refers to economically active persons, including the unemployed, except housewives. Students and military and law enforcement forces are also part of the workforce (Bello, 2010: 65).

Employability: The concept of employability is used in various fields both for those who are employed and those who are looking for job. Accordingly, while providing a lexical definition such as the nature or quality of employability is easy, achieving a conceptual and operational definition is a complex task. There are many different definitions of employability, especially in the late twentieth century, and this concept has emerged as one of the important topics in the discussion of human resource development in the global economy and one of the foundations of employment strategy in Europe Hillage and Pollard (1999) have provided a broad definition of this concept. They consider employability as an individual's ability to obtain initial employment, keeping the job, changing the job at the same organization and getting a new job if needed. This definition includes both the unemployed people who are looking for a job, and those who are looking for a new position or promotion. Therefore, employability includes the independent and free movement of individuals in the labor market according to the employment capabilities in order to realize their potential abilities and it is examined at three levels: industrial, organizational and individual (Azma and Rahbari, 1394, p. 62).

Employability is the ability to have the characteristics and capabilities that a person needs to meet the changing needs of employers, organizations and customers, and helps the individual to fulfill his or her potential aspirations and capabilities at work. Most research shows that the individual factors and labor market conditions play the most important role in defining employability (Zahedi and Hassanpour, 1388, p. 29). The Canadian Labor Development Committee has proposed the following definition in this regard: The ability to hire a person's relative capacity to achieve skilled employment is a reflection of the interaction of individual factors and conditions and the labor market. Employability is a person's relative capacity to achieve meaningful employment due to the interaction of individual factors and conditions and the labor market. Employability is the ability and mobility in the labor market and the possibility of realizing potential capacities through sustainable and accessible employment. From an individual's point of view, employability depends on the following factors:

- Personality traits required by the labor market
- Knowledge
- The social context and environment in which people seek job.
- Skills
- Attitudes of individuals (Bello, 2010 p. 66).

In order to structure employability, Thijssen (1998) examines the existing definitions of employability and classifies them into three categories, which include central, broad, comprehensive, and complete definitions. There are also seven different perceptions of employability, which are: 1) dual employability, 2) Social-therapeutic employability, 3) employability as a manpower policy, 4) continuous employability, 5) employability based on labor market performance, 6) innovative employability, 7) interactive employability (Hassanpour and Abbasi 1388: 57).

Research Background

Some research has pointed to general factors influencing people's employability. Hassanpour et al. (1395) believe, regarding the factors affecting the employability of human resources, that the ability to network and interact with others, professional expertise, awareness of one's capabilities, communication with people with strong administrative and political influence and work experience are the five main factors that have the greatest impact on the employment of an individual in Iranian public organizations. Zahedi and Hassanpour (1388) believe that factors such as career path identity, interaction with labor market, personal adaptability, social capital and human capital affect the employability of individuals. Zahedi et al. (1389) in their research stated that organizational factors such as training and development, evaluation and performance, promotion, relocation and transfer affect the employability of employees. The results of Rajanibala (2014) showed that analytical skills and self-awareness, general management and work culture, leadership ability, problem solving and effective communication, have the greatest effect on the employability of graduates. The Australian Committee on Trade and Investment (2019) in a report points to the role of cultural, historical and geographical factors in increasing the employability of individuals in organizations. Islam, Habib and Pathan (2010) points to the employment policy, human resource planning, employment costs, company size and growth and development as internal factors and to factors such as supply and demand, labor market (political, social, legal and environmental factors), unemployment rate and competitors as external factors affecting the employability of individuals. Van der Heijde and Van der Heijden (2006) consider predictability, personal flexibility, organizational sense, cooperation and balance, and professional expertise as the most important factors influencing the employability of individuals. Kluytmans and Ott (1999) also showed that applied skills and knowledge, the desire to move and mobility, and knowledge and knowledge of the labor market have an effective role in increasing the employability of individuals. Moore, a lecturer at the Queensland University of Technology in Australia (2019), also concludes that the prevalence of mental illnesses such as depression and social anxiety may reduce a person's ability to demonstrate his skills and abilities during job interviews and this will reduce the employability of that individual. Harry et al. (2018) examined the factors that affect the employability of graduates of a rural university in South Africa in their research. The results showed that among all the factors considered, 5 factors have the greatest impact on the employability of individuals: 1- Poor socio-economic conditions, 2- Poor educational system, 3- Inadequate subjects, 4- Type of higher education institution, 5- Students' social communication.

Some research has pointed to cultural factors. Kim et al. (2017) state that culture is the most important element in attracting manpower. When people adapt their culture to the culture of the organization, the rate of their survival and working in the organization increases. Culture is a factor that can increase the attraction of talented job seekers, and reduce organizational costs and avoid wasting time. As a result, organizational productivity also increases. Yildirim et al. (2016) also pointed out in their studies that if the individual culture is matched with the culture of the organization, the rate of recruitment and employment of job seekers (employability of job seekers) will increase. Almohammad (2014) also refers to marketing culture in his studies and believes that a successful organizational culture based on the principles of coherent marketing can be effective in increasing the recruitment and employment of people and increase their employability. This allows employees to perform their organizational duties with high motivation and extra energy after being hired.

Some research has pointed to the role of education and educational institutions in increasing the employability of individuals in organizations. Clarck (2015) also states in his research that according to 40 EU member companies, educational institutions play a very important role in training skilled and efficient human resources and increasing the employability. According to these companies, communication and information technologies are among the factors that play an important role in creating and increasing employability. Rahimnia and Mohammadzadeh (1389) found that the education system should create the basic capabilities, i.e. creating knowledge that the person should be on the path of growth and development, the basic skills, i.e. communication and learning how to learn, competitive skills, i.e. learning methods (techniques) and skills related to the field of study in the individual. Vardarlieria, Vuralb, Birgünc (2014) pointed

to education, professional planning and paving the way for the growth and flourishing of academic talents, Armstrong (2014) to the role of providing education and development as new and effective skills to increase knowledge, and Daniel, Baker and Mohammed (2013) to the role of technical and vocational centers in increasing the employability of people in Malaysia.

Some research has also pointed to the role of technology in increasing employability, both directly and indirectly. Vogt and Seidel (2019) state in their research that: Advances in technology can affect the employment rate. Tawanna, Dillahunt, and Alex Lu (2019) conclude in a study that advances in technology increase job seekers' familiarity with job skills through the use of social media. Research shows that people use these technologies to determine their skills and experiences, as well as to identify career paths to achieve their goals. Other researchers have examined the role of increasing the system of jobseekers' referrals to recruitment agencies and its impact on the employability of the agencies. For example, Clifford, Ogbu, Remilekun (2017) examined three manufacturing companies in Nigeria and found that the most important strategy for employers to find employees is to use recruitment agencies. They believe that increasing employers' trust in these agencies, according to the manufacturing companies surveyed, will lead to improving the performance of employment agencies, increasing the quality of services provided to job seekers and increasing the number of job seekers' referrals to recruitment agencies. Also, the results of the study of Abdullaha, Yokeb and Zakariac (2013) showed that the more the number of consultants in recruitment agencies, the higher the number of job seekers referring to recruitment agencies. Jun (2017) concludes that factors such as economy and management have a significant impact on increasing the employability of individuals and university graduates in the fields of engineering, economics and management will gain more job opportunities and their employability will increase. The results of the studies of Ozcelebi and Ozkan (2017) showed that economic policies, economic development, development of productivity of production factors, technological progress, etc. have a significant impact on reducing the unemployment rate in these countries and increasing the employability of individuals.

Based on the review of previous researches, it was found that most of the researches have dealt with the employability of the individual from the point of view of the organization and management in organizations and previous researches have not considered the factors affecting the employability of recruitment agencies and the models mentioned earlier are general models and their application is not easily possible for organizations. In other words, these models focus more on the recruitment of employees and do not go into detail about the employability, maintenance, and employability of recruitment agencies. Therefore, the purpose of this study is to answer the question: What are the factors affecting the employability of recruitment agencies?

III. RESEARCH METHODOLOGY

This research was conducted qualitatively with interview tools. The research method is applied in terms of purpose and qualitative in terms of nature. In order to collect in-depth and qualitative information about the theoretical foundations of the research, sources from library, articles, books, internet (reputable sites) were used and in order to collect data from semi-structured interviews and to analyze data the theme analysis method was used. The research community includes managers and experts of recruitment agencies. In the present study, targeted snowball sampling method was used. In this study, data collection was continued to the point of theoretical saturation. To the extent that the researcher concluded that the responses or interviews conducted with knowledgeable individuals were so similar that they resulted in duplication of responses and no new data were obtained from the new interviews. The number of samples selected in this method was 20 people.

Table 1- Demographic Information of Experts and Managers of Recruitment Agencies

Recruitment Agency	Gender	Age	Place of Residence	Place of Study	Education	Occupation	Marital Status
Talashgaran-e Rey	Male	60	Tehran	Tehran	Master's degree	Manager & Concessionaire	Married
Razi	Male	45	Tehran	Tehran	Bachelor's degree (Law)	Manager & Concessionaire	Married
Payam Avaran-e Kar	Male	46	Tehran	Tehran	Bachelor's degree	Manager & Concessionaire	Married
Mehregan	Female	42	Tehran	Tehran	Bachelor's degree	Manager & Concessionaire	Married
Ebda	Female	34	Tehran	Qazvin	Bachelor's degree	Expert (Human Resources)	Married
Tahavvol Afarinan	Male	45	Tehran	Tehran	Bachelor's degree	Manager	Married
Atisaz	Male	49	Tehran	Tehran	Bachelor's degree	Manager	Married
Tarlin	Female	32	Tehran	Arak	Bachelor's degree (Industrial Engineering)	Expert	Married
Amiran	Female	37	Tehran	Karaj	Master's degree	Expert (Human Resources)	Married
Bazar Shenasan	Male	33	Tehran	Roudehen	Master's degree	Expert (Human Resources)	Married
Abkouh	Male	39	Tehran	Tabriz	Bachelor's degree	Expert (Human Resources)	Married
Atieh Novin	Male	46	Tehran	Oroumieh	Bachelor's degree	Manager	Married
Omid-e Javan	Male	36	Tehran	Mashhad	Bachelor's degree	Manager	Married
Ajo	Male	37	Tehran	Shiraz	Bachelor's degree	Manager	Married
Kar o Tejarat-e Apadana	Male	43	Tehran	Tehran	Bachelor's degree	Expert (Human Resources)	Married
Ashianeh	Female	33	Tehran	Tehran	Bachelor's degree	Expert	Married
Shargh	Male	50	Tehran	Tehran	Bachelor's degree	Manager	Married
Daneshmand	Female	43	Tehran	Yazd	Master's degree (Industrial Engineering)	Expert	Married
Iranmehr	Male	51	Tehran	Tabriz	Bachelor's degree (Human Resources)	Manager	Married
Kar Azin	Female	43	Tehran	Tehran	Bachelor's degree	Manager & Concessionaire	Married

The research tool was the semi-structured interview. Participatory feedback method was used to validate the data. To calculate the reliability of the retest, 3 interviews were selected from the interviews and each of them was coded twice in a period of 15 days by the researcher. The results of these encodings are as follows:

Table 2- Calculation of Retest Reliability

Row	Title of Interview	Total Number of Codes	Number of Agreements	Number of Disagreements	Retest Reliability
1	M2	114	41	32	72%
2	M4	60	24	12	80%
3	S1	60	27	6	90%
Total		234	92	50	79%

The results of the reliability of the interview with intra-subject agreement method of the two encoders are shown in Table 3.

Table 3- Calculation of Reliability between Two Encoders

Row	Title of Interview	Total Number of Codes	Number of Agreements	Number of Disagreements	Reliability between Two Encoders
1	M2	127	50	27	79%
2	M4	60	26	8	87%
3	S1	69	27	15	78%
Total		256	103	50	81%

Analysis of Findings

In the present study, 6 categories were extracted from the data as the main categories and as effective factors on the employability of recruitment agencies, and 12 categories were included as sub-themes (Table 3).

Table 4- Sample Interview Text

Interview	Extracted Codes

"The fact that what strategies should agencies consider to balance the economic situation with the demand of employers and the needs of job seekers is a significant issue. In my opinion, the economic factor is very important. When the country's economic situation is in trouble and inflation rises, job seekers demand higher wages and salaries, while employers can pay less, in which case agencies must implement policies to balance the situation for both..."	Reducing Inflation Rate (13), Instability in Labor Laws (16), Stability of the Political Situation in the Country (17)
"The lack of consistency in labor laws reduces the employer's risk-taking power in hiring and doing big jobs; as a result, employers have less demand for hiring job seekers, employment rates fall, and employability of recruitment agencies decreases. Sometimes employers do not act within the rules and create special structures and indirectly force job seekers to follow them..."	
"The lack of political stability and the lack of healthy interaction with industrialized and developed countries are causing widespread sanctions and regional tensions and are affecting the macro economy... Prices are rising and companies are shrinking, and as a result, recruitment agencies need to provide encouraging advices to job seekers and increase their motivation to find job in economic inequality conditions, resulting in widespread political tensions..."	

Table 5- Main and Sub Themes

Main Themes	Sub Themes	Basic Concepts (Codes)
Organizational Credibility	Legality of Recruitment Agency	Demonstrating the legality of recruitment agency (2, 10, 6 & 9) Providing official licenses (5, 7 & 8)
	Organizational Points of Recruitment Agency	The age & reputation of recruitment agency (14, 8 & 2); Social validity of recruitment agency & 18); Strong professional background of recruitment agency (1, 11 & 14)
Organizational Factors	Communicative & Executive Policies	Use of new technologies (7 & 6); Management & control of virtual networks (11, 19 & 17), adherence to a specific & organizational policy (10 & 3); Creating codified organizational principles & rules (10)
	Job Services & Extensive Interactions	Satisfaction of the employer (2); Assignment of job privileges to job seekers (2); Providing job facilities (18 & 2); Increased interaction with employers (13 & 7); Hiring of educated personnel (9)
	Continuous Follow-Up Improving Recruitment Agency Performance	Familiarizing the job seeker with the job conditions (4) Providing accurate job information to the job seeker (4), Establishing a reassuring & calm atmosphere (5), Increasing the job & psychological motivations of the job seeker (5) Trying to attract job seekers (11 & 19); Strong interaction with job seeker & employer (7); Ensuring the fruitful performance of the recruitment agency for job seekers (7 & 14); Attracting employers with marketing advertisements (11), attracting employers to hire multiple job seekers (2); Archiving the information of employee & employer (12)
Economic & Political Factors	Changes in Political & Economic Structures	Reducing inflation (13), stability in labor laws (16), stability of the political situation in the country (17)
Cultural Factors	Immigrant Culture	Immigrant culture (15), explaining the existing job culture to the job seeker (15), lack of cultural affinity of the job seeker with the organization (17), lack of cultural assimilation (17)
Marketing & Advertisement	Communicate with Job Seekers through Advertising	Providing organized job advertisements (3); Continuous educational & cultural advertising (19); Publishing brochures, magazines & create reputable sites (18 & 19)
	Recognize Skills & Interaction with Job Seekers	Familiarity with job skills & needs (2); Awareness of the individual abilities of the job seeker (2); Awareness of the job conditions of the job seeker (2); Ability to discover young talents (2), Recognizing the needs of employers (1), Recognizing individual skills (1)
Geographical Factors	Clarification of Spatial Structure	Describing the geographical location of the recruitment agency (18); View online maps for migrant job seekers (18); Having no limit with regard to time & space (18)
	Giving Job Awareness to Immigrant & Native Job Seekers	Updating the recruitment agency news (20), Informing updated labor laws to job seekers in a wide geographical area (20), Updating rules & organizational interactions of the recruitment agency (10), Increasing job seekers' awareness of updated rules (10)

Organizational Credibility

Organizational credit indicates the legal framework within a recruitment agency organization. Above all, these frameworks first show the policies and strategies underlying the recruitment agency organization and then its organizational credibility and legitimacy. The legality of job search is a means to attract job seekers and increase employers' calls for the introduction of talented manpower more than being a means to its credibility and legitimacy. Respondent No. 2 believes in this regard that: The legality of the recruitment agency gives it legitimacy and increase the number of jobseekers 'referrals and employers' calls ..." (Human Resources Expert, Talashgaran Rey Recruitment Agency, Male). Respondent No. 6: "A recruitment agency must be reputable and provide official licenses to provide evidence of its

legality and not create any point of ambiguity and doubt for the job seeker ..." (Human Resources Expert, Razi Recruitment Agency, Male).

Organizational Factors

Organizational factors have a direct impact on the performance of recruitment agencies and the relationship between recruitment agencies and job seekers and is directly involved in the multiplicity of job seekers' referral system. Also, the use of some communication and enforcement policies strengthens the structural foundation of a recruitment agency. These policies lead to attracting job seekers, increasing the demand for job opportunities and increasing the employers' call for the introduction of skilled manpower. Respondent No. 6 believes: "I think recruitment agencies should use the latest technologies such as websites, virtual social networks and SMS systems, to provide their audience with the latest news of their activities ..." (Human Resources Expert, Razi Recruitment Agency, Male). On the other hand, management principles and organized and applied strategies to attract job seekers are among the most important tasks of recruitment agencies so that by using these principles, they can attract more applicants and introduce job opportunities to them. As the adoption of these strategies has an increasing impact on attracting employers and encouraging them to hire manpower. In this regard, Respondent No. 10 states: "In any structure, the need to formulate rules to control and advance it towards the desired goals is inevitable, these rules, if accompanied by regular organizational principles, are a good solution for the progress and development of institutions and will increase the job seeker's confidence in recruitment agencies ..." (Director of Mehregan Recruitment Agency, Female).

Economic and Political Factors

Changes in political and economic structures as a sub-category were extracted from the data.

Manpower activities are generally affected by the economic situation. Interest rates, inflation, fiscal policies and even the stock market have a major impact on how employees operate in an organization. Perhaps the most important indicator for measuring the labor force of a society is unemployment. Unemployment rate in a community effectively affects the amount of activities, how to find and select a job, as well as the type of job of people in that community. The level of unemployment is correlated with changes in GDP and the growth rate of GDP is also correlated with the low level of unemployment. As the economic and political foundations are shaken, the employment needs of employers will change, and naturally the performance of recruitment agencies as a result will change. When the economic situation is turbulent, companies are less likely to hire because they do not have the budget to recruit (more employees) (Linan, 2019). According to the International Labor Organization, the world is facing an urgent challenge to create 600 million productive jobs in the coming years, for sustainable development and social cohesion. The relationship between economic growth and employment is one of the topics in national strategies. The emphasis should be on "productive" and "rewarding" employment; In addition, the new employment that is created must be at high levels of productivity. In fact, economic growth should be achieved by combining employment growth and productivity growth (Srivastava, 2016).

According to the US Census Bureau, seasonal fluctuations in certain industries can affect employment rates. For example, a company operating in the field of agriculture considers certain seasons for personnel recruitment (Vogt, 2019). On the other hand, advances in technology can affect the employment rate, for example, some industrial investments made to establish factories lead to the need of employers for specialized personnel, so employers select these personnel and employ them in administrative jobs, leading to changes in employment rates (Vogt and Seidel, 2019).

Legal instability and the formation of new laws successively lead to incompatibility between the job seeker and the employer. In this regard, respondent No. 16 states: "Instability in labor laws reduces the risk-taking power of the employer in hiring and doing large things. As a result, employers have less demand for hiring job seekers and employment statistics

are low and employability of the recruitment agencies is also low" (Director of Tahavvol Afarinan Recruitment Agency, Male). Political instability will also lead to problems such as limited demand for job seekers and their referral to the recruitment agencies, and the structure of employment will be unstable. The level of employers' contact with recruitment agencies will be reduced, and in this regard, respondent No. 17 acknowledges: "Lack of political stability and lack of healthy interaction with industrialized and developed countries causes widespread sanctions and regional tensions and affects the macroeconomy, prices rise and companies are forced to adjust their workforce, and ultimately this capability is less and ...". (Director of Atisaz Recruitment Agency, Male).

Cultural Factors

Immigrant acceptance culture was identified as a sub-theme. The culture factor should be examined in depth as an important and influential axis on increasing the employability of individuals and recruitment agencies. Culture is the most important element for attracting manpower. When people adapt their culture to the culture of the organization, their survival and work continuity in the organization increases. Culture is a factor that can increase the attraction of talented job seekers and reduce organizational costs and prevent wastage of time, thus increasing organizational productivity (Kim et al., 2017, p. 631). Organizational culture also has a reciprocal relationship with the commitment and organizational performance of the job seeker. If individual culture is matched with the culture of the organization, the rate of recruitment and employment of job seekers will increase (Yildirim et al., 2016). But on the other hand, the incompatibility of the culture of job seekers with the culture of the society in which they intend to work causes conflicts in the culture of that society ... and dramatic changes in the employment statistics of the society. Respondent No. 15 says: "Sometimes the employer may have expectations and requests from job seekers, who have come from different parts of Iran to more industrial cities, that are contrary to their culture ... as a result, job seekers should be able to provide the necessary before-employment advices to prepare the conditions for the acceptance of work culture in industrialized countries ... "(Expert of the Tarlin Recruitment Agency, Female). On the other hand, many organizations use the "cultural adaptation" strategy to select the right workforce. The focus of this perspective is on selecting the forces that lead to individual and organizational progress and development, and in addition propose new perspectives to improve organizational performance (Lepsinger, 2018). Respondent No. 17 says about these conflicts: "When the atmosphere of the organization in which the person is employed is not similar to his culture or the subject of the job with which the person is involved is in conflict with his culture and the society in which the person has grown and be socialized, naturally, there will be incompatibility in the social and organizational relations of the individual with others and the way he treats the employer in the organization ... ". (Director of Atisaz Job Recruitment Agency, Male).

Marketing and Advertisement

Advertising is an important strategy to attract job seekers. Applied and organized advertising can lead to an increase in the number of job seekers' referrals to recruitment agencies and increase organizational progress and development. In fact, the advertising policies and procedures of organizations play a major role in increasing job satisfaction of employees. (Prasad, 2010). Marketing and advertising is an important technique in attracting job seekers and employers, using this technique in most cases if done correctly and skillfully will lead to attracting job seekers and employers. Respondent No. 3 says: "Providing a well-codified advertising system can be quite effective in attracting skilled job seekers ... Advertising can be done through the media or cyberspace ... The use of telegram channels, advertising text messages and various virtual systems, Instagram social pages, etc. can be effective in attracting job seekers and employers...". (Expert of Amiran Recruitment Agency, Female).

Geographical Factors

One of the main categories extracted from the interviews is geographical factors.

The use of a tool that can alleviate the skepticism and ambiguity of the job seeker when achieving the spatial structure of the job search should be one of the requirements and rules of work of the recruitment agency. Respondent No. 18 believes in this regard that: "Job seekers will not be confused when there is adequate regional access to recruitment agencies. Recruitment agencies should be able to solve the problem of job seekers by using extensive media advertising, brochures, presenting and displaying online maps...". (Director of Atieh Novin Recruitment Agency, Male). How to manage time and no space restrictions in accessing recruitment agencies to find a job is necessary and should be in the forefront of the attention of the agencies. Respondent No. 18 states: "When there is adequate access for immigrants, they become familiar with job opportunities, and recruitment agencies can better lead people to job opportunities by considering the employment conditions and needs of employers...". (Director of Atieh Novin Recruitment Agency, Male).

IV. DISCUSSION AND CONCLUSION

The purpose of this study was to identify the factors affecting the employability of recruitment agencies. In fact, this study sought to answer the question of what is employability and what are the factors affecting the improvement of employability of people in recruitment agencies? In general, the results of the present study indicate that having a legal and organized job search structure, having organizational privileges, policies used to communicate with job seekers and employers, allocation of job services and expanding the scope of interaction with job seekers, providing a basis to gain the trust of the job seeker and to continue looking for job opportunities for the job seeker, in addition to showing the organization of a recruitment agency, it can also guarantee the credibility of the structure of the recruitment agency.

As mentioned in the research background, most of the domestic researches have examined the employability of individuals in organizations and no (internal) research has studied the employability of recruitment agencies, in addition, the recruitment agencies have been the main lever in shaping the employment and job search for job seekers, and in recent years they have had significant effects on increasing or decreasing employment statistics in the community and finally (many factors identified in the present study) explain the extent of their impact on employment statistics in society. Some foreign studies, on the other hand have results similar to that of the present study. Many of these studies point to (cultural and geographical) extracted factors, including a report by the Australian Committee on Trade and Investment (2019) showing how cultural, historical and geographical factors have influenced the employability of individuals in organizations. Also, the research of Clifford, Ogbo and Remilkan (2017) showed that the most important strategy of employers for hiring is to use recruitment agencies and they conclude: Increasing employers' trust in these agencies (according to the manufacturing companies surveyed in Nigeria) leads to improving the performance of recruitment agencies, increasing the quality of services provided to job seekers and increasing the job seekers' referrals to recruitment agencies, and this increases the employability of recruitment agencies. But so far, these studies have not addressed factors such as: organizational credibility (legality of recruitment agency and organizational privileges), organizational factors (communication and executive policies, job services and extensive interactions, continuous follow-up and promotion of recruitment agencies' performance), marketing and advertising (contact with job seekers through advertising and skills recognition and interaction with job seekers) and economic and political factors (changes in political and economic structures), and this is the point that distinguishes the present study from other studies.

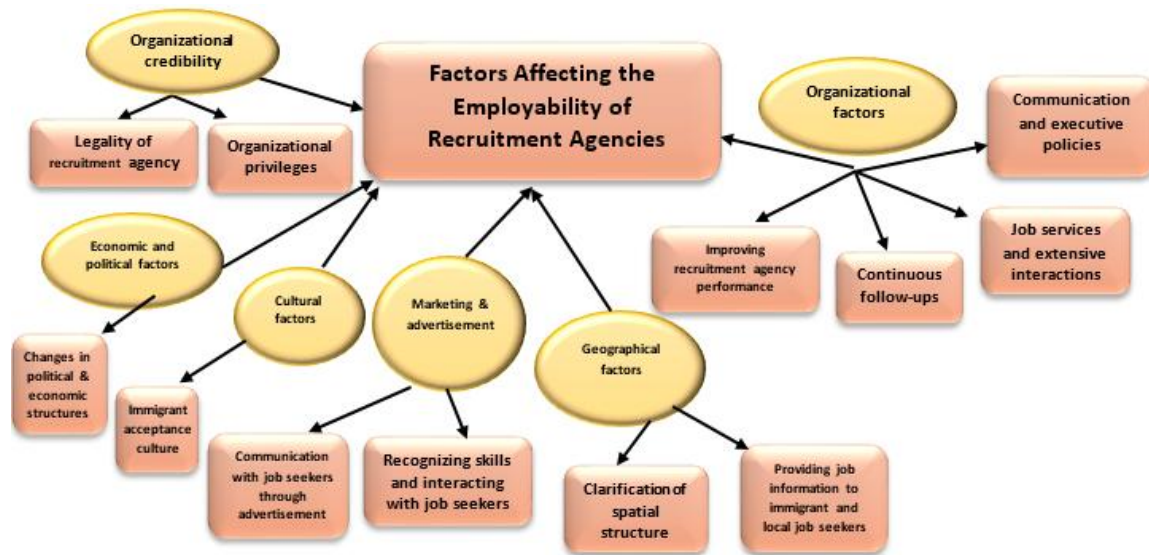
On the other hand, it was said that culture is the most important factor in increasing the employability of recruitment agencies, which overshadows the structure and performance of recruitment agencies more than other factors. When people adapt their culture to the culture of the organization, their survival and work continuity in the organization increases. (Kim et al., 2017) stated: Culture is a factor that can increase the attraction of talented job seekers, reduce organizational costs and prevent wastage of time, thus increasing organizational productivity. (Yildirim et al., 2016) also believed that

organizational culture is also correlated with the commitment and organizational performance of the job seeker. If individual culture is matched with the culture of the organization, the rate of recruitment and employment of job seekers will increase.

According to the findings obtained in identifying the factors affecting the increase of employability of recruitment agencies, it can be said that paying attention to some structures can increase employment in the community by attracting more job seekers and improving the employment process. According to what has been described and in accordance with the background of the research, it is not possible to pay attention only to individual factors in examining this issue, but this point does not mean not paying attention to this factor. In addition, it should be noted that the identified factors that were identified in the form of main categories to answer the research question such as organizational credibility, organizational factors, economic and political factors, cultural factors, marketing and advertising and geographical factors, are considered as comprehensive factors and beyond individual factors and are the basis for evaluating this capability. Finally, according to the applicability of the research topic and by identifying the factors affecting the increase of employability of recruitment agencies, by adopting organized measures and strategies, improve the performance of the recruitment agencies in job search for job seekers and thus bring about dramatic changes in employment rate in the society.

A critical review of the existing documents as well as the views expressed in scientific communities regarding the evaluation of the effectiveness of the staff selection and appointment system shows that this system has not been very effective in fulfilling its mission and one of the clear evidences of this is the inefficiency of managers and employees in public and private organizations concerning the acquisition of knowledge, competencies, attitudes and skills that organizations have been established to achieve. One of the sources of this inefficiency can be found in the weakness of the system of recruitment, selection, appointment and selection of managers and employees. If managers of the organizations are selected and appointed using capabilities of and with a logical relationship with recruitment agencies and based on an appropriate model, and have sufficient knowledge and skills, they will be able to achieve the goals of the organization and increase the productivity of the organization by spending less resources and better quality through raising the morale of employees and creating motivation to work in them (Vazhir, 1393) and improve the employment situation. Therefore, according to these points, identifying the factors affecting the increase of employability of recruitment agencies can improve the selection, appointment and promotion of employees and be very useful and helpful.

This research has practical and theoretical applications. Theoretically, this study, by reviewing previous studies, provided a comprehensive model of the impact of factors affecting recruitment. The knowledge gained from the present study also helps employees to make specific plans for improving their employability, and on the other hand warns all managers and organizations to anticipate programs to promote alternative past job security, and in cooperation with recruitment agencies try to implement meritocracy, talent management and talent selection, train successors and improve the organization's human resource management.



Graph 1-The final model of identifying the factors affecting the increase of employability of recruitment agencies

Practical Suggestions

Managers of the Recruitment Agencies should:

- prioritize hiring specialized consultants with knowledge and expertise related to job counseling.
- implement their actions based on recognizing job opportunities through province labor market studies.
- identify and operationalize new methods of discovering job opportunities.
- familiarize the beneficial with the concepts of employment system, meritocracy and replacement and introduce project objectives to them.
- hold training courses in the field of employment, meritocracy and job search capabilities.
- change the strategies of the organization according to the ability to choose and meritocracy in the organization.
- review the definition, implementation and bedrock of staff selection and replacement in organizations using process reengineering techniques.
- create an appropriate and transparent structure on the concept of employability capabilities and new technologies that reduce controversy and reduce the cost of implementing such systems.

Research Suggestions

- As mentioned, the present study was conducted among managers and experts of recruitment agencies. It is suggested that the model presented in this study be implemented in other communities and organizations and the related results be compared with the results of this study.
- Researchers study the culture dominant to the job seeker-employer relationship. Also, future research should examine what kind of organizational communication can, as a culture, be effective in increasing the employability of job seekers.
- In future research, researchers identify and study the performance-enhancing structures of recruitment agencies.
- The approach of the present study has been a qualitative approach. It is suggested that in future research, a quantitative or a combination of qualitative and quantitative approaches (mixed method) be used to provide a model to identify factors affecting the employability of recruitment agencies.
- Future researchers can add other factors affecting the increase of employability to the model of this research and retest the model.

Research Limitations

- Mere use of interview tool as the data collection tool.
- Resistance of some managers and experts of the recruitment agencies for answering the questions.
- Failure to use quantitative research method limits the generalizability of the findings.

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