

EXTENT OF APPROPRIATENESS OF THE OUTCOMES OF GRADUATE STUDIES IN KING SAUD UNIVERSITY FOR THE NEEDS OF SAUDI PRIVATE SECTOR

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ABSTRACT

The Problem of unemployment of the graduates of the university is unique in the sense that it is related to a segment of society who carries high qualifications that do not qualify them to participate in society's development and leading the operations for change and development. The same took place in the Kingdom that expanded university education for many social and political reasons, without considering the extent of appropriateness of these outcomes with the labor market. While dealing with the weak matching, this study has tried to explain the extent of appropriateness of the outcomes of graduate studies in King Saud University for the needs of Saudi private sector, know the causes of this weak matching and present supportive solutions. This study followed the descriptive method and used a restricted end questionnaire made of 13 items as tool of study. The study sample is made of 45 female students from the graduates of graduate studies in King Saud University of Riyadh and these students are all unemployed. This study has reached a number of findings that point towards weak matching between the outcomes of graduate studies in Kind Saud University and the needs of the Saudi private sector. The main causes of this weakness are as under:

- Increase in the number of graduates from the universities against limited job vacancies in the public sector.
- Competition of foreign labor with the university graduates in the private sector.
- Increase in population year after year with the same old infrastructure standing as it was, effecting the unemployment situation through limited fields.
- Lack of interaction between the university on one side and the labor market from the other side in forwarding job applications to labor market.
- Private sector's lack of interest in employing the natives because of high expenses as compared to the foreign labor.

INTRODUCTION

Unemployment is an international and common problem that is not specific to a certain country or nation as it exists in various categories in most countries, if not all countries of the world. Hence, the topic of employing or putting to work all human resources will remain a goal and objective followed by all countries. The reaction of the countries towards unemployment varies starting from ignoring fully or not treating it as a social problem to efforts through which the countries show much concern in form of studies and analysis to pinpoint the causes and factors that lead to it, for the sake of specifying and suggesting the best means to stop it and deal with it.

The problem of unemployment and employing the Saudi labor force represents one of the most important issues that have social, economic and political reflections in the Kingdom. Al-Otaibi (2007) thinks that the problem of lack of Appropriateness of the outcomes of

Graduate studies for the needs of Saudi labor market, is actually from the most important interpretations for the crisis of unemployment especially with the changes and conversions that took place in the last years in the economic fields and Saudi labor market which made this matching a focal issue. Similarly, the importance of studying this problem becomes clear from the fact that the unemployment is the most dangerous thing that is facing the social and economical stability in the Kingdom, so it is gaining special importance in the present time and it will gain a great vigorous importance in future if not dealt with in a proper way. This importance springs up from various reasons, mainly:

- **That the local private sector is still reluctant in employing the national cadre with a plea the specialties of the graduating student do not match the needs of the labor market, hence the preparation of the qualified national cadre must be based on the specific needs of the labor market and the required specialties, and this is what gives vigorous importance to the issue of matching.**
- **That the private sector is still hoping to employ the local human resources provided they possess some additional qualifications like foreign languages and ability of operate computer and its usages. Hence it is necessary to prepare an educational plan serving these requirements and providing the specialties needed by the labor market, and it should be given priority.**
- **The public sector institutions are overwhelmed with the theoretical specialties campaign while the jobs that require scientific specialties are filled non-Saudi cadres, hence the matching between the needs of public sector institutions and the outcomes of the graduate studies accomplishes the employment of national cadre in these institutions, and this is a big challenge for the institutions of graduate studies.**

QUESTIONS OF THE STUDY

This study tries to answer the following main question:

What is the extent of appropriateness of the outcomes of graduate studies for the needs of Saudi Private Labor Market. This will be done through answering the following questions:

- **What are the graduate studies programs offered by King Saud University?**
- **What is the concept of appropriateness of the outcomes of graduate studies for the needs of Saudi Private Labor market?**
- **What are the reasons that are leading to lack of matching the graduate studies outcomes with the private Saudi labor sector?**
- **What are the solutions that may help in matching between the education outcomes and the private Saudi labor sector?**
- **What are the sectors that may accommodate the outcomes of the graduate studies programs of the universities?**
- **What jobs are taken by the bearers of higher degrees in the private sector?**

GRADUATE STUDIES PROGRAMS OFFERED BY KING SAUD UNIVERSITY

The Deanship of Graduate Studies is considered the focal point for the concern of the authorities in the university by offering all kinds of support for its development keeping in mind its important in improving the level of scientific research and preparing properly the specialists in all kinds of knowledge, until it reached the supervisory level as the number of programs has reached by end of second semester of 1431/1432 A.H. to 209 programs for Masters and 82 programs for doctorate (website of the Deanship of Graduate Studies).

The concept of graduate studies is not a contemporary concept as some people think. In the year 387 B.C, Plato established the first and the oldest academy of the world in Athens and offered in it a program for graduate studies and gave it the name of 'Dialectic' that means graduate studies, where those students who passed first two levels of education could attend. This level started from the age of thirty and ended at the age of fifty. Plato describes the 'Dialectic' as the height of sciences and their crown, and there is no other science that deserves a place higher than this as man may reach the height of logical world through 'Dialectic', when he stops begging any of his senses and reaches, through logic alone, the essence of everything, without stopping in his struggle, until he reaches through reason alone the essence of goodness (Zakariyya, 1985, p. 453). We see Plato's concern and his strictness on the graduate studies as the philosophers (scholars of dialectic) alone are only ones in whose hands the control of authority may get stable. Moreover, used to select his teachers from the scholars of dialectic and here we may see how much importance Plato gave to teacher preparation. This academy continued for centuries until it was shut down by Emperor Justinian in the year 529 who ousted its philosophers also. They fled to Persia and were welcomed by Khusrow Nowsherwan. From here the Greek philosophy moved to the east and from this same route ended up in Arabia (al-Ahwani, 1991, P. 14).

Concept of the Appropriateness The Graduate Studies For the Private Saudi Labor Sector

The graduate studies are considered among the educational institutions that represent the height of teaching and educational system and plays a great role in strengthening the society with qualifications and skills that have the ability of adjustment, flexibility and building a qualified work force that can adjust with the new technology and participate in the intelligence revolution which is the moving force behind the change (Habib, 2007).

The purpose is to harmonize the graduate studies with the requirements of changing labor market in a way that may strengthen the mission of this education, increase its ability to face the continuous change in this market, predict this change before its occurrence, facilitate the suitable training for its requirements, create awareness in the business sectors and its institutions about the fact that the prosperity of man and the society is centered in his economical activity and not merely in material earning (al-Zahrani, 1423, P. 21).

Causes Leading to Lack of Matching the Outcomes of Graduate Studies with the Private Saudi Business Sector

Unemployment as an economic and social phenomenon has generally many reasons but what concerns us here is to mention the factors directly connected with the graduate studies. Among these factors are:

- **Admission policy:** the Deanship of Graduate Studies accepts a good number of university graduates without looking into labor market's need as compared to their specialties and the extant of importance these specialties have for the labor market. In this way the problem of unemployment become crucial, hence the need to connecting the university with labor market
- **General trend of following the usual way of education** "the classic and academic" and avoiding the technical education, where it is seen that the number of students going to academic education and colleges of humanity, like the colleges of education, Arts, Economics and political science, is

increasing. We may connect this with a characteristic of the characteristics of functional theory which is the inheriting of the roles and disparity in the given values of various jobs in the society, hence some roles and professions are looked at as if they are more important than others or perhaps require more skills or deep experience in training or they are more dangerous or require more commitment. But it is possible to confirm that these roles and whatever they require regarding accurate jobs may be employed by more qualified and capable individuals as the societies start giving values and material and moral rewards for these jobs that will make them more valuable than others and make their occupiers enjoy more privileges than others, those who are working to pass on these jobs to the next generations coming after them, inside their family and society circle.

- This inheritance for a specific type of jobs does not carry with it the material and moral values only that are set by the society for these jobs, rather it transfers with it the values that are connected with the jobs, life style, trends and the factors that push to continue their reward from the society with same privileges.
- Which is against the policy that Bad policy of planning and central programming "placement" in distributing of the number of students, as it is done against their qualifications and desires of many of them which leads to failure, delay in studies or graduation of weak qualifications or non-qualified and not interested in work. Hence a new kind of unemployment comes to form is called "putting the right person at the right place".
- The director of Association to Advance Collegiate Schools of Business (AACSB) Heckman (1997) confirms that during the past years the number of degree holders and graduates who do not have capabilities and skills have increased and that there is a dire need for the institutions of graduate studies to work on providing the required skills for the labor market. Heckman also emphasizes that the study undertaken by University of Colorado and University of North Carolina specified the most required skills for the labor market of the United States of America as the study done by university of Colorado explained that the most important qualities or skill required by the business men in the new graduates are: practical skills, ability to work in a group or team, being sensitive to the code of ethics, having leadership qualities, ability to solve problems and written communication. While the study done by university of North Carolina explained that the most important skills required in the university graduates should represent in: ability to deal with customers, ability to deal with various means of communication, codes of ethics, analytical ability and critical thinking. Similarly, both studies explained that the least required skills were the skills in the foreign languages.
- The study undertaken by Imel (1999) explained the importance of providing basic skills to the job seekers. It mentioned that the United States administration in the time of President Clinton in 1994, emphasized upon the importance of the role of applied colleges to impart to the American youth the necessary skills required by the labor market, which was translated by the administration through its legislation of the law known shortly as STWOA (School to Work Opportunity Acts), aiming to help in rehabilitation of the youth and train them in necessary skills to get good and high salary jobs or help them in completing their higher academic education.
- Refusal of the graduates to work in professions and jobs they think are not suitable for them and are lower than their standard.

- **Lack of interaction between the university at one side and the labor market with its both sectors on the other side by presenting job applications for the graduates to labor market.**
- **The results of a study by the ministry of Canadian graduate studies Colussis, 2001 in (Mclaughlin, 2001) , conducted a study on small and medium institutions in the private and public sectors, concluded that the cooperation between the educational and training institutions and the labor market, and the continuous improvement of syllabi and programs to match the quick change in the labor and economic market generally, is very important .**
- **Weak and limited specialties for girls that do not suit the labor market.**
- **Competition of foreign labor with the university graduates in the private sector.**
- **It has been mentioned in the second Arab report about the employment and unemployment in the Arab countries that the number of foreign workers has increased in the private sector jobs as the number reached 2,080,663 in the year 1999 at the percentage of 77.3% from the total number of the workers in the private sector. This number kept on increasing and controlling the job vacancies in the private sector until it reached 4738823 workers in the year 2005 at the percentage of 88.4% from the total number of the workers in the private sector.**
- **Majority of the companies in the private sector put some kind of requirements that have some difficulty, like years of experience, so most the new graduates suffer from this problem and it lets the advertised jobs in the market limited between those who are already working, giving them the chance to move from a certain job category to a better category. This does not leave a sufficient gap for the new graduates.**

The study conducted by Al-Zahrani, (1423 AH) concluded that there are many reasons that lead to the matching of Saudi graduate studies to the needs of the national development from the work force and their economic, social and security reflections.

The most important results of that study were:

- **Non-availability of data about the needs of labor market regarding the specialties and skills to act as a guide in the admission policies and distribution of students in the various specialties.**
- **Lack of ability of the graduate studies institutions to achieve the matching of skills, abilities and expertise of the graduates with the requirements of private sector in the workers and technicians.**
- **That the Saudi graduate studies institutions did not give any indications that they know the requirements of economic globalization and the educational challenges resulting from it.**
- **The study results show that the increasing demand on Saudi labor market needs of human resource, centers around the medical and specialties, engineering specialties, technical and professional specialties, industrial specialties, management, accountancy, specialties in financial, administrative, business, hotel and travel services, and specialties in computer and IT.**

Solutions helping the matching between the studies outcomes and the Saudi labor market:

- **Concern of the governments to work on the economic and social development plans and provide real employment chances for every able and interesting person.**
- **Directing the employment of foreign labor by limiting them in specific professions.**
- **Revision of the salient features of education and training policies in a way that may enable them to respond to the needs of market.**
- **Taking advantage of the direct foreign investments by creating productive chances of employment.**
- **Activation of human resources information systems in the process of strategic planning for human resource specially and planning for employment generally.**

The study conducted by Lin (Lin, 1997) emphasizes on this. It aimed at limiting the level of employing human resources information systems in the process of strategic planning for human resources specially and planning for the organization's works generally in the Taiwan business organizations, as it also studied the aspect related to employing computer and its techniques in improving human resources information systems. The following were the most important results of that study: a great concern in using human resource information systems for the strategic planning of human resources. Estimation of more than 50% jobs of human resource management included in an integrated system for human resource management. Great concern of human resource managers in using human resource information systems in delivering the task of training, in addition of other jobs.

Similarly, the study of Al-Otaibi (2007), aimed at analysis and diagnosis of the problem of lack of matching of graduate studies outcomes with the needs of Saudi labor market and in the same frame the paper aims at knowing the requirements of business sector from the graduate studies institutions. The study reached several conclusions that may help in controlling this problem. The most important conclusions are:

- **Need of concentrating on matching the graduate studies outcomes with the requirements of labor market and taking care of the scientific specialties and specialties in English language and computer.**
- **Need of paying attention on specific quality of the students by graduating cadres with appropriate abilities and skills.**
- **Need of revising the present syllabi in the universities in collaboration with private sector while working on the educational plans.**
- **Involvement of private sector in the studies conducted for the sake of knowing the labor market requirements.**
- **That the educational institutions should transfer the modern trends prevailing in the work field inside their campuses so that the private sector may not be forced to change, update and renew the skills of the graduates.**

Sectors That May Absorb the Outcomes of Graduate Studies Programs in the Universities

The private sector in general and the businessmen in particular have major and important role in operating and providing suitable and appropriate job opportunities for the qualified human resources.

It is obvious that the private sector is expected to absorb most of the growing human force and employ it in a best way to avoid problems and issues that appear as result of unemployment and instability of law and order situation that threatens their investments

and economic interests. Hence, when companies and big institutions will come forward and adopt the policies and programs that include the youth and give them suitable jobs, they will have their active and prominent role in development and operation.

Jobs Occupied By the Higher Degree Holders in the Private Sector

Jobs occupied by the higher degree holders in the private sector in the year 2010 AD.

Educational Qualification	Saudis		Non – Saudis	
	Males	Females	Males	Females
High Diploma	321	14	1786	306
Masters	3081	262	39270	3725
Fellowship	34	6	338	32
Ph.D.	692	57	6047	1175

OBJECTIVE OF THIS STUDY

Many studies and researches conclude that the reason for unemployment in the Kingdom is the weak matching between the outcomes of graduate studies and the needs of national development.

Similarly, the statistics of the Ministry of Labor indicate that the percentage of unemployment does not exceed 5% among those who have reached the work age and the real number of applicants seeking job has reached 154,600 in all regions of the Kingdom and their names have been recorded by 46 committees that has been given this task.

But there is some other independent estimation that indicate that the real number is four times greater than the previous number and the unemployment in Saudi Arabia is more than 20% among the Saudis who have reached the work age (High Commission for the Development of Arriyadh, 2007).

Hence, the objective of this study is to realize the extent of appropriateness of the outcomes of graduate studies for the needs of Saudi private labor market.

Study Procedures

- **Study Methodology:** Descriptive method
- **Study Group:** Group of Graduate Studies female students of King Saud University.
- **Study Sample:** 45 female students from the graduates of graduate studies at King Saud University who are jobless. The sample covered the Riyadh region, (a potential, random and simple sample).
- **Study Tools:** a questionnaire for all information has been designed and distributed among the appropriate group.
- **Reliability of Study Tool:** the calculation of reliability of the study tool coefficient will be done statistically through calculation of Cronbach's alpha for the questionnaire.
- **Statistical Analysis:** the percentage is used which are: the repetitions.

STUDY RESULTS AND ITS ANALYSIS

The results of field application and analysis of study results are presented in the light of ideological framework and previous studies.

The results of this study concluded in paragraph number 1 say that 64.4 think that there is no relationship between private sector institutions and Saudi universities and colleges to understand the labor market needs, which is high percentage.

This is in agreement with Mclaughlin' study (2001), that sees the need of cooperation between educational and training institutes and the labor market. While a low percentage sees opposite of that, as 11.1% do not agree with us and 24.4% see that sometimes.

Statements	I agree		Sometimes		I do not agree	
	Repetition	%	Repetition	%	Repetition	%
1. There is no relationship between private sector institutions and Saudi universities and colleges to understand the labor market needs.	29	64.4	11	24.4	5	11.1
2. The university is not concerned with quality assurance of the students while graduating capable and appropriately skilled cadre for labor market	22	48.9	10	22.2	13	28.9
3. The university does not transfer the new trends in work field to its departments which consequently force the private sector to modify, polish and renew the skills of graduates	19	42.2	17	37.8	9	20
4. Increasing number of university graduates against limited jobs in the public sector	43	95.5	1	2.2	1	2.2
5. Annual increase in population with same infrastructure as it was, a situation that has its effects over unemployment through limited availability of fields.	37	82.2	6	13.3	2	4.4
6. Increasing number of graduates from theoretical departments against small number of graduates from applied dept.	22	48.9	12	26.7	11	24.4
7. Lack of communication between the university at one side and labor market with its both sectors on the other side, by sending job applications for graduates to the labor market	33	73.3	5	11.1	7	15.5
8. Graduates refusal to work in the private sector because of low wages	25	55.5	14	31.3	6	13.3
9. Competition of foreign labor with university graduates in private sector	39	86.7	4	8.9	2	4.4
10. Lack of interest shown by the private sector in employing Saudi nationals because of the high cost as compared to foreign labor	32	71.1	6	13.3	7	15.5
11. Fear of graduates from non-abiding of private sector to fulfill the legal obligations in favor of the worker during and after the end of service period as compared to public sector.	27	60	12	26.7	6	13.3
12. Lack of acceptance from some graduates to work in far flung areas.	21	46.7	13	28.9	11	24.4

13. Social customs and traditions that limit the fields of work for woman to few fields like education for example.	27	60	11	24.4	7	15.5
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The results of this study concluded in paragraph number 2 say that 48.9% do not see the concern of the university with quality assurance of the students while graduating capable and appropriately skilled cadre for labor market, which is in agreement with Al-Otaibi's study (2007), that emphasized on the need of having concern with quality assurance of the students through graduating capable and appropriately skilled cadre. While 28.9% do not agree on that and 22.2% see that sometimes.

The results of this study concluded in paragraph number 3 say that 42.2% see that the university does not transfer the new trends in work field to its departments which consequently force the private sector to modify, polish and renew the skills of graduates, which is in agreement with Al-Otaibi's study (2007) that emphasizes that the educational institutions should transfer the new trends in the work field to their departments so that the private sector is not forced to modify the graduate skills. 20% do not agree on that while 37.8% see that sometimes.

The results of this study explained in paragraph number 4 say that 95.5% see that one of the reasons of unemployment is increasing number of university graduates against limited jobs in the public sector, which is a high percentage, at a time when only 2.2% see that sometimes and 2.2% do not agree on that.

The results of this study concluded in paragraph number 5 say that 82.2% see that the annual increase in population with same infrastructure as it was is a situation that has its effects over unemployment through limited availability of fields, and this is a high percentage, while 13.3% see that sometimes and 4.4% do not agree on that.

The results of this study explained in paragraph number 6 say that 48.9% see that one of the reasons of non-appropriateness of the outcomes with Saudi labor market go back to the increasing number of graduates from theoretical departments against small number of graduates from applied departments, 26.7% see that sometimes while 24.4% do not see that.

The results of this study explained in paragraph number 7 emphasize that 73.3% of the total sample agree that lack of communication between the university at one side and labor market with its both sectors on the other side, by sending job applications for the graduates to the labor market, while 11.1% see that sometimes and 15.5% do not agree.

Hence there is a relationship between educational planning and job opportunities. The more it is planned, more job opportunities are created. So it is a must to establish communication between the university and both private and public sectors.

Similarly, the results of this study explained in paragraph number 8 that 55.5% see that the graduates refusal to work in the private sector because of low wages, while 31.1% see that sometimes and 13.3% do not agree on that.

The results of this study explained in paragraph number 9 conclude that 86.7% of the total sample agree on competition of foreign labor with university graduates in private sector, which is a high percentage, while 8.9% see that there is competition sometimes and 4.4% do not agree with that which is a very low percentage.

The results of this study explained in paragraph number 10 indicate that 71.1% see that lack of interest shown by the private sector in employing Saudi nationals because of the

high cost as compared to foreign labor, which is a high percentage, while 15.5% see the opposite and 13.3% see that sometimes. Hence there is an inverse relationship between the cost of labor paid by the private sector to Saudis and the job opportunities.

The results of this study explained in paragraph number 11 emphasize that 60% see the fear of graduates from non-abiding of private sector to fulfill the legal obligations in favor of the worker during and after the end of service period as compared to public sector, while 26.7% see that happening sometimes and 13.3% do not agree on this. Similarly, the results of this study in paragraph number 12 explain that 46.7% see lack of acceptance from some graduates to work in far flung areas, and 24.4% oppose them, while 28.9% see that it happens sometimes.

The results of this study in paragraph number 13 explain that 60% see the social customs and traditions that limit the fields of work for woman to few fields like education, which is a high percentage, while 15.5% see opposite of it and 24.4% see that it happens sometimes.

SUMMARY OF THE STUDY AND CONCLUSIONS

The current study that had aimed to know the extent of appropriateness of the outcomes of graduate studies in King Saud University for the needs of Saudi private sector, has reached to the conclusion that this appropriateness is weak and the main reasons for the weakness of this appropriateness are the following:

- Increasing number of university graduates against limited jobs in the public sector.
- Competition of foreign labor with university graduates in private sector.
- Annual increase in population with same infrastructure as it was, a situation that has its effects over unemployment through limited availability of fields.
- Lack of communication between the university at one side and labor market with its both sectors on the other side, by sending job applications for graduates to the labor market.
- Lack of interest shown by the private sector in employing Saudi nationals because of the high cost as compared to foreign labor.

RECOMMENDATIONS

- It recommends involving the private sector in the studies, application and planning.
- It recommends strengthening the relationship between institutions of the private sector and the Saudi universities and colleges.
- It recommends the local private sector to employ the qualified national cadre and communicate with the universities in knowing special needs of labor market.
- It recommends activating human resource information systems in the procedure of strategic planning for human resource especially and planning for the sake of employing generally, for the sake of simplification for both private and public sectors, to reach out to the qualified outcomes.
- It recommends guiding the process of using foreign labor through confining them in limited professions.
- It recommends the private sector to keenly encourage the national cadre to join it, besides abiding the legal commitments for the worker during and after service period.

- It recommends the responsible governments to work on economic and social plans and provide real job opportunities for ever capable and willing person.

SUGGESTIONS

- We suggest carrying out a study about the future demand of graduate studies programs in Saudi universities in the light of future development needs.
- We suggest to carry out a similar study to compare the capabilities of graduate studies programs students in theoretical and practical specialties.
- We suggest carrying out a comparative study between the capabilities of graduate studies programs students in the Kingdom and other countries in specific specialties to develop the outcomes and make them in conformity with requirements of labor market.

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Standards and academic accreditation system and quality assurance. Analysis of the strengths, weaknesses and opportunities and challenges of King Saud University. Students achievement tests between article or mcq. Different strategies for teaching evaluation, Creative leadership, Preparing data using spss, 2008 Training course to meet the media and to meet with visiting delegations of the University.

Microsoft office, NCATE Workshop 2008, Strategic planning and effective leadership 2008, Seminars and conferences are the presence of a large number of symposia, most recent includes education and the future of education in Saudi Arabia, globalization and the priorities of Education and World Conference: Islam's position on terrorism. Scientific societies are Member of the American Society of continuing education and adult education. Member of the American Society of the assets of Education.

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APPENDIX
The Questionnaire

	I agree	Sometimes	I do not agree
Statements			
1. There is no relationship between private sector institutions and Saudi universities and colleges to understand the labor market needs.			
2. The university is not concerned with quality assurance of the students while graduating capable and appropriately skilled cadre for labor market.			
3. The university does not transfer the new trends in work field to its departments which consequently force the private sector to modify, polish and renew the skills of graduates.			
4. Increasing number of university graduates against limited jobs in the public sector.			
5. Annual increase in population with same infrastructure as it was, a situation that has its effects over unemployment through limited availability of fields.			
6. Increasing number of graduates from theoretical departments against small number of graduates from applied departments.			
7. Lack of communication between the university at one side and labor market with its both sectors on the other side, by sending job applications for graduates to the labor market.			
8. Graduates refusal to work in the private sector because of low wages.			
9. Competition of foreign labor with university graduates in private sector.			
10. Lack of interest shown by the private sector in employing Saudi nationals because of the high cost as compared to foreign labor.			
11. Fear of graduates from non-abiding of private sector to fulfill the legal obligations in favor of the worker during and after the end of service period as compared to public sector.			
12. Lack of acceptance from some graduates to work in far flung areas.			
13. Social customs and traditions that limit the fields of work for woman to few fields like education for example.			