CASE MATRICES AND CONNECTIONS OF ENTREPRENEURIAL CAREER MANAGEMENT MODULE

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ABSTRACT

This paper aims to re-engineer one of the core modules naming career management of the organizations, which is inherited by Human resource management platform in the organizations. Employees of the organizations stay proactive and motivated when their individual careers are also management and taken care of by the organizations. In this study, an entrepreneurial approach has been acquired regarding the existing career management situation in the Bangladeshi manufacturing organizations. Entrepreneurial approach can drive the flexible and leniency of top management and individual employees' innovative attitude that will in a way create a better work environment. Qualitative approach with philosophical notions and paradigms named ontology and methodology has been followed in this study with Miles, Huberman and Saldana's techniques, Eisenhardt and Yin's viewpoints, Creswell and Stakes' measures. 'Multiple case studies' method has been used in this study. During choosing the cases purposeful sampling has been done. Twelve case studies with eighty-seven participants' thorough interviews have been taken, observed and analysed. NVIVO Mac coding and soft systems techniques are used to analyse and integrate data. After the analysis, career management module is found with three basic themes, which are 1) Training and development, 2) Performance management, and 3) job security. Each of these themes has two or three categorized codes, which are calculated from the open and raw codes. Following Auerbach and Silverstein and Creswell's techniques data has been validated with 1) conformity- confirm the final codes from the participants, 2) reflexivity-intake researchers' expert stances to critically analyse and judge the complex pathways, 3) justifiability-step by step detailed procedures that is done in an 'end to end' way during the research and 4) transferability- join the codes and re-engineer the overall module. From this study, the condition of each of these categorized codes and themes of twelve cases are measured and outlined. This re-designed module has been also connected with employee rights' protocols recognized by Universal Declaration of Human Rights (UDHR), International Labour Organization (ILO) and Bangladesh Labour Act (BDL) in order to replace it in the re-engineered novel HRM framework. This connection and mapping not is another entrepreneurial approach to motivate the employees and make them feel that organizations not only think of their 'career management' professional side but also

equally treats them as flesh and blood human beings and think of their rights. This complex process of re-designing and integrating the HRM module 'Career Management' is quite an entrepreneurial approach where researchers dug into all codes in in-depth and detailed manner and used soft systems technique to map.

Keywords: Career Management, Training and Development, Entrepreneurial Approach, Performance Management, Job Security, Multiple Case Studies, Qualitative Method.

INTRODUCTION

Employees and Managers with entrepreneurial attitude are innovative, proactive, achievement-oriented people who embrace change and search for new opportunities to improve the present state. Entrepreneurial employees have abilities to think out of the box, to achieve goals of the organizations in a faster and proper manner irrespective of barriers in resources, such as time money or technology. Therefore, to succeed in professional life employees as well as managers must take entrepreneurial approach to career management (Reimers-Hild, 2010). Career management is one core module of an HRM framework that provided a beneficial platform to the managers and employees of the organization (Andalib et al., 2013). Gould (1979) proposed that career- management module usually is comprised of career strategy, enrichment and satisfaction. Researchers in here, have done twelve multiple case studies analysis with eighty seven participant's in-depth interviews to detect the core themes and codes of career management to re-design those by connecting those with employee rights protocols.

LITERATURE REVIEW

Many scholars have observed and analysed situations regarding career management in distinct companies. Based on career management programs employees' job satisfaction and motivation level increases or decreases. When employees lack access to formal training and development, human resource management (HRM) outcomes resulted in negative effects such as motivation, job satisfaction and organizational commitment (Susomrith & Coetzer, 2015; Andalib & Darun, 2018; Andalib et al, 2014). That's why there can be ways of formal trainings in the organizations, as for example, on-job-training, seminars, workshops, professional certifications and etc. On job work experience, easy transitions to new work assignments, through continuous learning and development with great satisfaction (Ohlott, 2004; Andalib, 2018; Prince, 2005). As per Simons et al, 2015),). As per Simons et al. (2015), seminars and workshops have two dimensions, firstly to support senior management's decision-making and secondly, to create communications between the top-management and the employees to release visions and to efface misunderstandings. Often certifications became relevant social keys to assist decision-making under uncertainty in both east and west of the world (Polidoro, 2013; Andalib et al., 2015). Certification of a candidate aids employers in reducing uncertainty during

recruitment or promotion (Landry, 2016; Andalib et al, 2019).

Meanwhile, Andalib & Darun (2018) mentioned that performance management has a positive relationship with the employees' motivation and job satisfaction enhancement because employees' psychological attachment to work increases when their performances are recognized and rewarded with increment or promotion or up-gradation to their job positions (Armstrong, 2011). Significantly, the promotion oriented transfer of an employee from position-to-higher position within organizations is a ubiquitous feature of organizational life that increases job satisfaction (Andalib et al., 2018). Once promoted and rewarded (Sacramento, 2013). Nevertheless, employees proportionately withdraw their effort at work if the increment falls short of their expectations (Andalib, 2018). Meanwhile, since, job security removes employees' threat feeling of losing job suddenly, prevents stress, strains and detrimental impact on health, it is considered as a key dimension as well (Turner & Lingard, 2016; Kauhanen & Nätti, 2015). Inclusion of job security creates a mandatory regulation regarding termination policy and resignation policy that specifies the notice period like 'minimum a month' before any of these acts. Moreover, social exposure enhances job security by removing threat of job loss and sense of identity and belongingness in a known and larger group rather than in a small group (Andalib et al., 2018; Sylvia, 2014; Andalib & Halim, 2019).

METHODOLOGY

Qualitative Approach with philosophical notions and paradigms named ontology and methodology is applied here to collect both from literature and from cases, store, analyse and validate data by following Creswell (2013) and Auerbach & Silverstein (2003). Multiple case studies have enabled this study to utilize their narratives accessible and emerge as a logical chain of evidence (Yin, 2009). By applying Eisenhardt (1989) and Miles et al. (2014) techniques, twelve cases and eighty seven participants' are purposefully chosen by setting three crieria, which are Dhaka based factory, Employees are more than 200 and Uses heavy machines.

Collected data are stored in NVIVOMAc as Transcripts, Voice records, Annual reports, Company documents, Scholars' Articles and works and then these data has been validated by conformity-confirm the final codes from the participants, reflexivity-intake researchers' expert stances to critically analyse and judge the complex pathways, justifiability-step by step detailed procedures that is done in an 'end to end' way during the research and, transferability-re-engineer the codes with a meaning (Andalib, 2018; Creswell, 2013; Auerbach & Silverstein, 2003). Join the codes and re-engineer the overall module. Then, finally during analysis codes are connected with employee rights protocols as per Checkland (2010) soft systems technique. Coding has four stages 1. Open Code, 2. Axial code, 3. Theme (acknowledged by previous scholars) and 4. Re-engineer the module.

FINDINGS AND DISCUSSION

Andalib (2018) revealed that the found evidences indicate basic three themes of this module that got generated after coding are training and development, performance management,

job security. So, in the multiple case analysis, the conditions of these themes are also examined and derived, which are seen as strongly capable or weakly capable or hybrid. Career management module were found in cases 1, 3, 4, 5, 6, 11 and 12 as strongly capable, whereas in cases 2, 7, 8 and 9 were found as weakly capable and in case 10 was found as a Hybrid. In this research, categorized codes were rated accordingly with High (++) and Low (+) variances. Based on cases theme 1 named 'training and development' has been viewed as either rigorous or partly rigorous, whereas theme 2 named 'Performance management' has been viewed as strongly linked or weakly linked and theme 3 named 'job security' has been viewed as 'sense of security' or lacking security'. Table 1 shows interview result.

Table 1 IN-DEPTH INTERVIEW ANALYSIS OF MODULE CAREER MANAGEMENT			
Themes	Training and Development (TR)	Performance Management (PM)	Job Security (JS)
Case 1 Strongly capable	++Rigorous "We provide training to everyone. But, we always give our employees 'on-the- job trainings"	++Strongly Linked "Yes, we do have KPIs for individuals and we do evaluation monthly, quarterly & yearly. Employees are	++Sense of Security "Employees feel very safe and secured because of brand-name and employee benefits."
Case 2 Weakly Capable	+Partly rigorous "HR executive from case 2 said, "We will also start with some professional counseling sessions soon."	+Weakly Linked, "We do Performance management every year but we are developing the process yet."	+Lacking Security, "Look, every company face this and employees will never feel secure at work."
Case 3 Strongly capable	+Partly rigorous "Ya, we are looking for some overseas external counselor specially for the top management…."	+Weakly Linked "KPIs for labours are on monthly basis but for white collar job holders on a yearly basis, this has been confusion among the labours."	++Sense of Security "employees or employers both have to give one month's notice before the termination of the job, so there is no uncertainty or insecurity of losing job
Case 4 Strongly capable	++Rigorous, "Our company provides thorough training to the employees."	++Strongly Linked, "Yes we have PME and we do it yearly."	++Sense of Security, "Our employees feel very secure because of brand name and for individual job roles."
Case 5 Strongly capable	++Rigorous "Every year we have a fixed budget r training to the employees; e try to give training to each & every employee of the any in different methods."	++Strongly Linked "We have annual basic pay increment that affects the overall salary in a positive manner, this increment also depends on the Performance management system"	++Sense of Security, "Employees feel home at work because even though being professionals we have maintained a family friendly atmosphere."

Case 6 Strongly capable	++Rigorous, "We have training department separately and it is highly active."	++Strongly Linked, "We have very analytical PME system and we evaluate performance in one to one sessions."	++Sense of Security, "We are the biggest brand in Bangladesh – people desire to work here and yes when they are recruited they feel very secure from the very beginning."
Case 7 Weakly Capable	+Partly rigorous, "Training processes are at development phase now but our top most bosses go for training abroad."	+Weakly Linked "We will introduce a PME system soon to resolve all these issues."	+Lacking Security "For the employers it is also difficult to keep the labours with pay whereas they have no specific job line."
Case 8 Weakly Capable	+Partly rigorous, "we provide on job training and some seminars to the employees."	+Weakly Linked "We have KPI for the employees however, sometimes we find employees have more demands on scores like promotions or increments, which they do not deserve."	+Lacking Security, "There are drawbacks for which employees might not feel completely secured at work."
Case 9 Weakly Capable	+Partly rigorous "In the factory, sometimes we have seminars and workshops on certain topics like 'fire- service in emergency case', 'BL Code awareness"	+Weakly Linked "Even if we introduce PME system promotions, increments and transfers depend on Govt."	+Lacking Security "Since, promotions and increments are pretty less, employees sometimes suffer in insecurity and they fear there might be downsized if company earns less
Case 10 Hybrid	++Rigorous, "we provide on job training, workshops, seminars and also abroad trainings to the deserved ones."	+Weakly Linked, "We do not have any PME inter- linked tool"	++Sense of Security, "because of the brand name employees do feel secure."
Case 11 Strongly capable	++Rigorous, "We provide all sorts of training, seminars, workshops, discussion sessions along with abroad and out station trainings as per govt. requirement for a job role."	++Strongly Linked "Our promotion depends on the govt. policies since, we are under government. No matter what we do, have to wait until certain period of time fixed for promotion, the process hinders because of the internal political pressure."	++Sense of Security, "Anyone gets into the government job feels secure because there will be hardly any sacking."
Case 12 Strongly capable	++Rigorous, "We provide on job training and the necessary trainings that is guided by HR department."	++Strongly Linked, "We have in-house tool to evaluate performance of employees."	++Sense of Security, "Our employees usually feel secure about their job in our company."

Table 2 shows the Cross case analysis and results of Career Management Module.

TABLE 2
Cross case analysis of Career Management Module

Themes	Training & Development (TR)				Performance Management (PM)				Job Security (JS)			Outcome
Categories	OJT	SW	CS	PC	KPI	PR	INR	TR	TP	SE	RS	
Case 1	++	++	++	++	++	++	++	++	++	++	++	Strongly Capable
	Rigorous				Strongly Linked				Sense of Security			
Case 2	+	+	+	+	+	+	+	+	+	+	+	Weakly Capable
	Partly rigorous				Weakly Linked				Lacking Security			
Case 3	+	+	+	+	+	+	+	+	++	++	++	Strongly Capable
	Partly rigorous				Weakly Linked				Lacking Security			
Case 4	++	++	++	++	++	++	++	++	++	++	++	Strongly Capable
	Rigorous				Strongly Linked				Sense of Security			
Case 5	++	++	++	++	++	++	++	++	++	++	++	Strongly Capable
	Rigorous				Strongly Linked				Sense of Security			
Case 6	++	++	++	++	++	++	++	++	++	++	++	Strongly Capable
	Rigorous				Strongly Linked				Sense of Security			
Case 7	+	+	+	+	+	+	+	+	+	+	+	Weakly Capable
	Partly rigorous				Weakly Linked				Lacking Security			
Case 8	+	+	+	+	+	+	+	+	+	+	+	Weakly Capable
	Partly rigorous				Weakly Linked				Lacking Security			
Case 9	+	+	+	+	+	+	+	+	+	+	+	Weakly Capable
	Partly rigorous				Weakly Linked				Lacking Security			
Case 10	++	++	++	++	+	+	+	+	+	+	+	Hybrid
	Rigorous				Weakly Linked				Sense of Security			
Case 11	++	++	++	++	++	++	++	++	++	++	++	Strongly Capable
	Rigorous				Strongly Linked				Sense of Security			
Case 12	++	++	++	++	++	++	++	++	++	++	++	Strongly Capable
	Rigorous				Strongly Linked				Sense of Security			

In Table 2, Training & Development stands for TR, Performance Management Evaluation stands for PM, Job Security stands for JS, On Job training stands for OJT, Seminars

and Workshops stands for SW, Counselling stands for CS, Professional Certification stands for PC, Promotion stands for PR, Increment stands for INR, Transfer stands for TR, Termination Policy stands for TP, Social exposure stands for SE, Reward System stands for RS. Here, the categorized codes OJT/SW/CS/PC, KPI/PR/INR/TR and TP/SE/RS are rated as '++' that stands for high, or as '+' that stands for low. The themes are rated consecutively as per cases for Training & Development as Rigorous or partly rigorous, for Career Management as Strongly Linked or Weakly Linked and Job Security as Sense of Security or Lacking Security. Therefore, outcome of each case has been found as strongly capable or Weakly Capable or Hybrid for the 'Career Management module.

Career Management (CM) Connections

HRM module Career Management (P3) got connected with other HRM modules named Organization Culture, OC (P6) and Relationship between leaders and employees, RLE (P4) and International Employee Rights Standards, IERS (P4). Career Management has three themes, which were training & development, TR, performance management, PM and job security, JS and all eleven categorized codes. Training and development theme connected to all categorized codes of OC and RLE. On the other hand, the performance management theme was connected to values, philosophies, objectives of OC and 'administration of justice, leadership style of RLE. Job security was connected to leadership style (Figure 1).
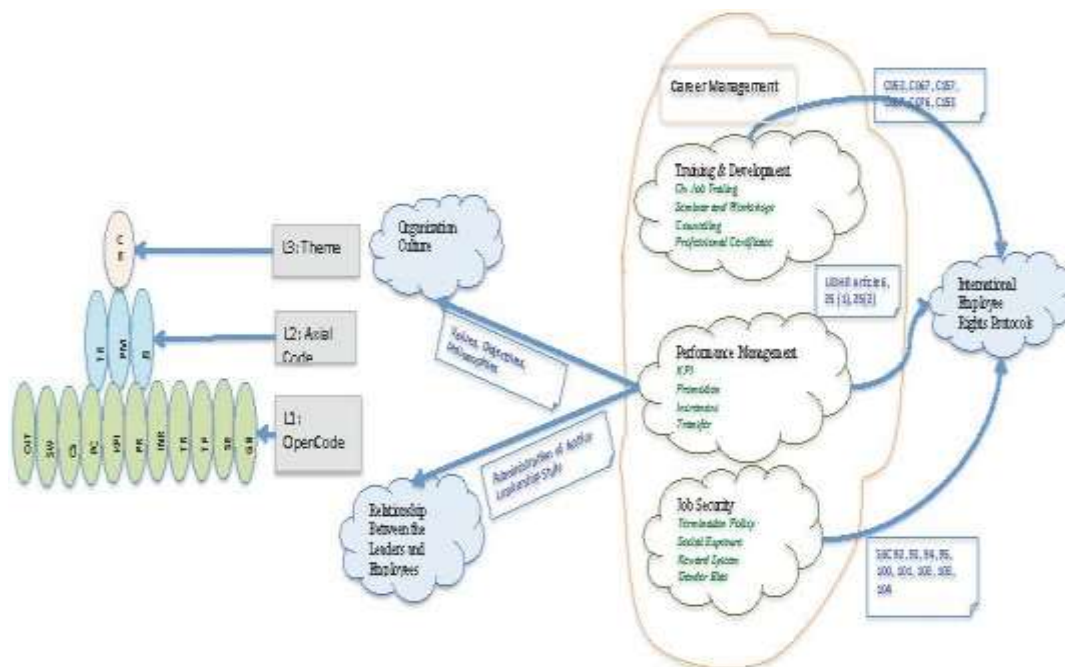
FIGURE 1
CAREER MANAGEMENT (CM) CONNECTIONS

During re-engineering process categorized codes are connected to UDHR articles, (Article 6: recognition right as a person before law, Article 25:(1) standardized living right for health and welfare of thyself and thy family besides security of unemployment, illness, disability, widowhood, old age or other lacking in livelihood, (2) Special care, protection and assistance for motherhood and childhood (United Nations, 1945). These codes were connected to ILO conventions (C053, C067) and with some BDL sections (ILO, 2012). Meanwhile, Theme 'training & development' got linked with ILO conventions (C053-Officers' Competency Certificates Convention, 1936 (No. 53), performance management got linked with BDL section-14: In certain cases 1 year/6 months and computation of wages (Sec-14) and job security got linked with ILO conventions (C157- Maintenance of Social Security Rights Convention, 1982 (No. 157) (United Nations, 1945; Bangladesh Federation, 2009).

Module career management was also linked with ILO conventions: C067-Hours of Work and Rest Periods (Road Transport) Convention 1939 (No. 67), C076 - Wages, Hours of Work and Manning Convention, 1946 (No. 76) C153- Hours of Work and Rest Periods (Road Transport) Convention, 1979 (No. 153), Hours of Work (Industry) Convention, 1919 (No.1) and BDL sections Canteen (Sec 92), Rest House (Sec 93), Child Room (Sec 94), Recreation and education facilities in the tea plantation (Sec 95), Daily working hour (Sec 100), Interval for rest or merely worker in any institution (Sec 101), Weekly work hours (Sec 102), Weekly Holidays any working labour in any institution shall (Sec 103), Compensatory weekly holiday (Sec 104) (Bangladesh Federation, 2009; IL0, 2012).

CONCLUSION

Aim of this study has been met by creating the connections of career management module with employee rights and other modules. Eighty-seven participants' direct detailed interviews, where they discussed about their experiences, assumptions and opinions regarding their career management in their respective organizations have helped the researcher to re-design career management module, which is a step ahead to build the new HRM framework (Andalib & Darun, 2018). Therefore, this study has significantly has contributed in the knowledge of literature as well as in the direct field of HRM by disclosing a pathway to construct the new HRM framework.

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