

AN EMPIRICAL STUDY ON HUMAN RESOURCE DEVELOPMENT PRACTICES IN MICRO SMALL MEDIUM ENTERPRISES WITH FOCUS ON CAREER PLANNING AND DEVELOPMENT

K Sujani

Research scholar, Department of Commerce and Management Studies, Andhra University,
Visakhapatnam

Prof .M.Uma Devi

Professor, Department of Commerce and Management Studies, Andhra University,
Visakhapatnam

ABSTRACT

This empirical study seeks to investigate the Human Resource Development (HRD) practices within Micro, Small, and Medium Enterprises (MSMEs) with a specialized emphasis on Career Planning and Development. In the contemporary landscape, as MSME institutions adopt sophisticated technology, the role of HRM in ensuring the effective functioning of hospitals has become increasingly crucial. While in several sectors, the prominence of HRM diminishes with the rise of technology, in the MSME sector, HRM plays a pivotal role in maintaining efficient operations, particularly concerning legal and ethical aspects of treatment, ensuring the health and safety of both employees and fostering career development. This study intends to explore how smaller MSME entities structure and implement career development initiatives, including employee training, skill enhancement, and programs that foster professional growth. The study aims to highlight the importance of HRM practices, specifically focusing on career development within smaller MSME enterprises. The research will provide insights and recommendations to enhance the existing career development strategies within these smaller MSME entities, acknowledging their significance in sustaining an efficient, motivated, and skilled workforce in the MSME domain.

Key words: Human Resource Management Practices, Health care, Career Planning and development and Human Resource Development Practices.

INTRODUCTION

Career Planning is a meticulous process through which employees set their career goals and chart the pathway to achieve them. Career goals signify an employee's aspirations for future positions, while career paths signify the flexible trajectory through which an employee typically progresses. From an organizational perspective, it involves outlining a progression aligning with the organizational requirements that correspond with an employee's career aspirations, contributing to the growth of both the individual and the organization.

For this study, twelve statements have been identified, each contributing to a theoretical framework aimed at understanding the importance and impact of career planning and development activities.

The theoretical understanding is rooted in the premise that self-motivation and self-assessment are crucial for employees to explore career opportunities within the organization based on their individual needs, skills, knowledge, and aspirations. Hence, statements such as "I agree that I am self-motivated in relation to career planning and development activities" are included to gauge respondents' opinions.

The framework further suggests that an individual aspiring to climb the career ladder is receptive to new challenges and seeks to enhance their skills through workshops and learning opportunities. Thus, statements such as "I agree that career planning and development activities enable me to evaluate my own area of practice" are included to gather opinions.

Career planning equips individuals with knowledge about various opportunities and allows them to align their priorities, lifestyle, and preferences with their career paths. Statements like "I agree that I can plan my activities to progress along a planned career pathway" are included to assess respondents' opinions.

Moreover, recognizing and appreciating good work is pivotal to employee motivation. Hence, statements like "I agree that when an employee does good work, the organization takes special care in appreciating it" are included to solicit opinions from respondents.

The study also emphasizes the importance of an organization's efforts to identify and utilize employee potential. Thus, statements like "I agree that top management makes efforts to identify and utilize the potential of the employee" are included to gauge respondents' opinions.

Several other statements address elements such as reward systems, limitations in career planning due to organizational needs, opportunities for promotion and career growth, autonomy in decision-making, structured reward systems, and the facilitation of employee development through job rotations.

The study aims to assess these aspects to understand the perceptions and opinions of respondents regarding the various elements involved in career planning and development activities within the organization

OBJECTIVE OF THE STUDY

1. To know whether there is an influence of career development practices in select micro small medium enterprises.
2. To find out the career development practices of employees who are in the cadre of Doctors, Nurses, Paramedicals, Administrative staff and sanitation

TARGET POPULATION AND SAMPLE SIZE

In the present cadre the employees in the position of Administrative staff, Sanitation, Doctors, Nurses, Paramedical Staff with a total sample size of 500 who are working in micro small medium enterprises in the Bengaluru area are considered for the study.

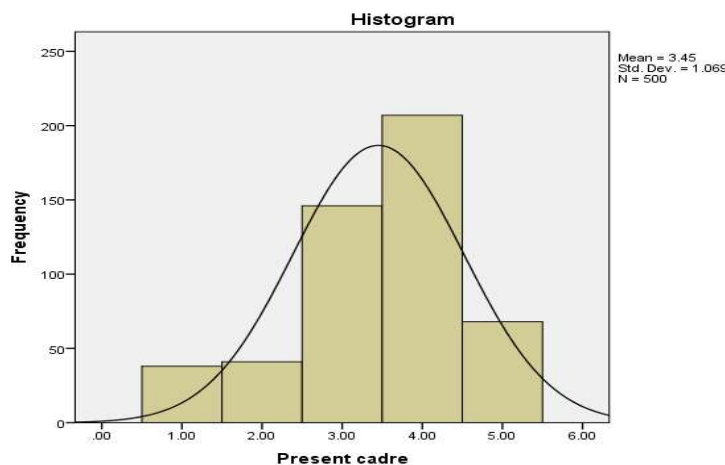
TABLE - 1
Cadre wise distribution of Sample

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| Administrative staff | 38 | 7.6 | 7.6 | 7.6 |
| Sanitation | 41 | 8.2 | 8.2 | 15.8 |
| Valid Doctors | 146 | 29.2 | 29.2 | 45.0 |
| Nurses | 207 | 41.4 | 41.4 | 86.4 |
| Paramedical staff | 68 | 13.6 | 13.6 | 100.0 |
| Total | 500 | 100.0 | 100.0 | |

Statistical Analysis of Field data

Data Interpretation: Table 1 gives statistical contributions about employees who are in the cadre of Administrative staff represents 7.6 percent with a frequency of 38, Sanitation staff represents 8.2 percent with a frequency of 41, Doctors represents 21.2 percent with a frequency of 146, Nurses constitutes 41.4 percent with a frequency of 207, Paramedical staff represents 13.6 percent with a frequency of 68. In totality the frequency of total employees in the present cadre is 500 with cumulative 100 percent. Thus it is found that the representation of nurses is high.

GRAPH 1



Statistical Analysis of Field data

Graph 1 portrays Histogram of the demographic variable Present cadre with a mean value of 3.45 with Standard Deviation 1.069 with N equal to 500. The Histogram depicts bell shaped curve.

TESTING OF HYPOTHESIS

To test whether there is an influence of Career Development practices on employees in select multi specialty hospitals

There is an influence of Career Development practices on employees in select multi specialty hospitals.

Statistical Tools used to test hypothesis: Regression and ANOVA are used using SPSS package

REGRESSION ANALYSIS OF ‘CAREER DEVELOPMENT PRACTICES’ WITH REGARD TO PRESENT CADRE IN SELECT MULTISPECIALITY HOSPITALS

Table 2
Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .463 ^a | .214 | .195 | .95900 | .214 | 11.052 | 12 | 487 | .000 |

a. Predictors: (Constant): Twelve statements of Career Development Practices

b. Dependent Variable: Present cadre

The coefficient of regression signifies the nature of the relationship between independent and dependent variables. A positive coefficient denotes that as the independent variable increases, there is a tendency for the mean of the dependent variable to increase. Conversely, a negative coefficient suggests that an increase in the independent variable leads to a decrease in the dependent variable. To determine the strength and direction of the proposed path effect, standardized path coefficients or standardized regression weights are assessed, following Cohen's recommendations. Cohen suggests that a standardized path coefficient with an absolute value below 0.10 might indicate a small effect, around 0.30 represents a medium effect, and about 0.50 indicates a large effect.

R-squared (R²) represents the portion of variance in the response variable explained by the model. It is derived as 1 minus the ratio of the error sum of squares, which denotes unexplained variation, to the total sum of squares, signifying the overall variability in the model. R² is utilized to assess how well the model aligns with the data. A higher R² value suggests a better fit of the model to the data. R² always falls between 0 percent and 100 percent.

Adjusted R-squared accounts for the number of predictors in the model concerning the number of observations. It is calculated as 1 minus the ratio of the mean square error (MSE) to the mean square total (MS Total).

Considering Table 2, the provided statistics indicate that R² is 0.214, adjusted R² is 0.195, and R² Change is 0.214. This implies that the independent variables relating to the present cadre account

for 21.4 percent of the variance in the employees' present cadre. These statistics are instrumental in validating the regression fit in the analysis of variance.

ANOVA ANALYSIS ON THE ‘CAREER DEVELOPMENT PRACTICES’ WITH REGARD TO PRESENT CADRE IN SELECT MULTISPECIALITY HOSPITALS

Table 3

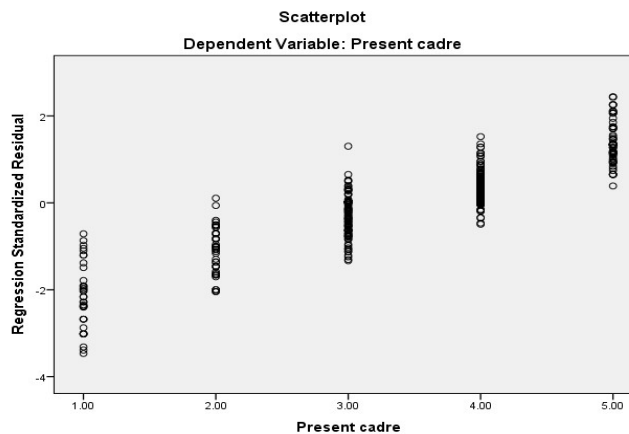
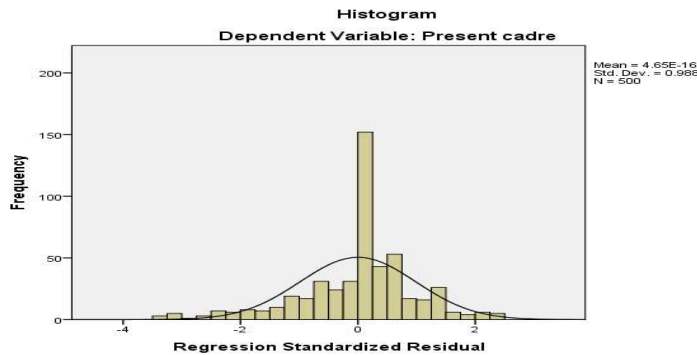
ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 121.967 | 12 | 10.164 | 11.052 | .000 ^b |
| | Residual | 447.881 | 487 | .920 | | |
| | Total | 569.848 | 499 | | | |

a. Dependent Variable: Present cadre

b. Predictors: (Constant), Twelve statements of Career Development Practices

From the table 3, it is found that $F=11.052$, $P=.000$ are statistically significant at 5 percent level. Therefore, it can be concluded that regression fit is significant and it further leads to the verification of present cadre. Hence, the hypothesis is accepted which says that There is an influence of Career Development practices on employees in select multi specialty hospitals.



CONCLUSION

Enriched career planning within an organization amplifies its appeal in the job market by fostering the attraction and retention of top-tier talent. Robust career planning not only aids in securing the finest human resources but also underpins best practices in human resource development. In the realm of Multi-Speciality Hospitals, the continual endeavor to provide unparalleled patient experiences stands as a primary goal. Consistently elevating the patient experience serves as a strategic, long-term objective that fuels sustained growth.

In MSME organizations, the enhancement of patient experience and satisfaction becomes a pivotal element for future viability and success. Given the rapid pace of change and the imperative presence of advanced technologies, the quality of care is significantly influenced by the expertise and approach in healthcare resource management.

As of the current scenario, employees across various designations, including Administrative staff, Sanitation, Doctors, Nurses, and Paramedical Staff, express contentment with the career development practices observed within micro, small, and medium enterprises

REFERENCES

1. Durga Das Basu, 2005, "Introduction to the Contribution of India", Prentice – Hall of India Private Limited, New Delhi.
2. Government of India, Planning Commission, (1974), "Draft Fifth Five Year Plan 1974-79", Vol. I & III, Controller of Publications, New Delhi.
3. Gwatkin, D.R (1995), "Private and Public Mix in Health Care in India", Indian Institute of Management, Ahmadabad.
4. Viswanathan.H (1995), "The Rural Private Practitioner", Oxford University Press, Delhi.
5. Government of India, "Tenth Five Year Plan Document 2002-07", Ministry of Planning, New Delhi.
6. Rajiv Misra, et.al. "Indian Health Report 2003", Oxford University Press, New Delhi.
7. Government of India, (1977), "Centre Calling", Ministry of Health and Family Welfare, New Delhi.
8. E.S.I Corporation, (1974), "Annual Report 1973-74", Director General, New Delhi.
9. Government of India, (1987), "India 1986", - A Reference Annual, Publications Division, New Delhi.
10. Park, J.E (1991), "Park's Text Book of Preventive and Social Medicine", Banarsidal Bhanot, Jabalpur, India.
11. UNICEF / WHO joint study, (1975), "Alternative Approaches to meeting Basic Health needs in Developing Countries".
12. Gunn S.M.et.al., (1945), "Voluntary Health Agencies", the Ronald Press, New York.
13. Government of India, (2002), "The Tenth Five Year Plan, Document, 2002 – 2007", Planning Commission, New Delhi.
14. Government of India, (2002), "The Tenth Five Year Plan, Document 2002 – 2007", Planning Commission, New Delhi.

15. Sreenivas T., (2005), “Management of Hospital”, A.P.H. Publishing Corporation, New Delhi.
16. Government of India, (2002), “The Tenth Five Year Plan, Document 2002 – 2007”, Planning Commission, New Delhi.