ENTREPRENEURIAL APPROACH TO CAREER ENHANCEMENT MODEL FOR THE SMALL AND MEDIUM ENTERPRISES (SMEs') OF BANGLADESH

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ABSTRACT

Researchers aim to design and develop the entrepreneurial career enhancement model for the Small and Medium (SMEs) of Bangladesh. Eventually, this model becomes a part of the Human resource management (HRM) platform of the enterprise. Employees usually stay proactive and motivated when their individual careers are taken care of by organizations. In this study, an entrepreneurial approach has been acquired regarding the existing career situation in the SMEs of Bangladesh. Entrepreneurial approach can drive the flexibility 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 applied in this study with Miles, Huberman and Saldana's techniques, Eisenhardt and Yin's viewpoints, Creswell and Stakes' measures. 'Focused group discussion' and 'Multiple case studies' methods have been used in this study besides Qualitative Content Analysis.Three core themes for entrepreneurial career enhancement have been identified that assisted to develop the career enhancement model. Soft systems techniques have been applied to connect the components with each other. Since, SMEs mostly have a lot of challenges to face, the entrepreneurs and the employees initially forbade to give any sort of interview or even to do any survey. However, the researchers had to gain trust and confidence and had to provide confidentiality declaration to receive inputs from the participants. The model has integrated employees' rights and welfare with every component. This gives a sense of assurance and significance to the employees to let them stay motivated and innovative at the workplace. Especially in the SMEs this entrepreneurial career enhancement' model keeps the entrepreneurs and the employees enthusiastic and motivated so that they can face challenges of the SMEs and can resolve those appropriately.

1. Introduction

Employees, managers and entrepreneurs of the SMEs with entrepreneurial attitude are innovative, proactive, achievement-oriented people who think out of the box and always look for positive innovative changes to enhance the capabilities of the SMEs for present and for future. Entrepreneurial employees usually achieve goals of the SMEs 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 develop career enhancement model (Reimers-Hild, 2010). Distinctive scholars have confirmed that SMEs in Bangladesh are severely important for the financial independence and regular national GDP (Hoque et al., 2017; Hoque and Awang, 2016; Alauddin and Chowdhury, 2015; Chowdhury, Islam et al., 2013; Khan et al., 2012; Andalib and Halim, 2019). Entrepreneurs' inspite of having other opportunities leave working for other corporate companies and build their own small and medium enterprises to not just benefit their own careers but also to provide employment opportunities for many along with their career enhancement. Usually, employees in a small firm work for a job satisfaction and passion. Therefore, their career enhancement model is necessary to develop that eventually is a part of an HRM framework that also provides a beneficial platform to the entrepreneurs and the managers of the firms. Gould (1979) proposed that career-enhancement model usually is comprised of career strategy, enrichment and satisfaction. In this study, researchers have done multiple case studies and focused group studies in five (5) SMEs of Bangladesh with in-depth interviews and agenda based discussion sessions among 20 participants to find the themes and codes of career enhancement. Later, these codes and themes are also integrated to employee rights' protocols to ensure employees' rights are also aligned so that employees feel more like home and less like workplace, this improves the entire environment of the SME, therefore innovation at workplace automatically improves.

The remaining sections of this research are designed as follows: Section 2 describes previous scholars' works; Section 3 focuses on research approach and methodology; Section 4 analyses and discusses the findings of the study and finally Section 5 discloses the discussion of the study and represents conclusion which includes future research directions.

2. Literature Review

Scholars around the world analyzed career enhancement situation in distinct companies of the world and found particular career enhancement programs, which puts impact on employees' job satisfaction and motivation level. When employees lack access to formal training and development, human resource management (HRM) outcomes resulted in negative effects in motivation, job satisfaction and organizational commitment (Susomrith & Coetzer, 2015). 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 especially On-job trainings help employees' learn continuously (Ohlott, 2004). Learning opportunities, which were often enhanced by on-job assignments, were associated with greater work satisfaction (Prince, 2005; Andalib et. al, 2019). According to Simons et. al.,2015, seminars and workshops help develop managements' decision making and industrial relationships to release visions and to efface misunderstandings. Polidoro (2013) stated that certifications became relevant social keys to assist decision-making under uncertainty. As for example certification of a candidate assisted employers in reducing uncertainty during recruitment or promotion (Landry, 2016).

On the otherhand, Andalib and Darun (2018) declared that performance management is also considered a part of career enhancement, which has a positive relationship with the employees' motivation and their performances because of job satisfaction enhancement and psychological attachment to work since employees' performances are appraised, recognized and they receive a reward or increment through this process (Armstrong, 2011). This process also encourages entrepreneurial instinct of an employee because employees become more independent and innovative when their work is appraised and acknowledged. Sacramento (2013) scrutinized that once promoted, employees paid more attention to obtain goals and successes because promotion endorses a significantly positive relationship to employees' creativity, encouragement, confidence and openness. However, Andalib et. al (2015) explained that employees proportionately withdraw their effort at work if the increment falls short of their expectations as a result they become frustrated as per Andalib et. al, 2013. 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.

Kauhanen & Nätti (2015) discussed that job security must be included as a key dimension in 'career enhancement' component. As per Turner & Lingard (2016), job security removes employees' threat feeling of losing job suddenly, prevents stress, strains and detrimental impact on health, and rather increases motivation. Andalib et. al (2018) mentioned that inclusion of job security dimension creates a mandatory regulation regarding termination policy and resignation policy that specifies the notice period before any of these acts, which should be minimum 'a month'. Moreover, Sylvia (2014) opined that social exposure also enhances job security by removing threat of job loss and sense of identity because every employee wants recognition, appreciation and value even though they are a part of a larger group that should be reflected in career enhancement component. From previous scholars' works the emphasized points are acknowledged and matched with the found themes from analysis of this research.

Table 1: Challenges faced by the Employees regarding Career enhancement at Bangladeshi SMEs

Scholars' References (Decade: 2011-2019)	Challenges	Problems faced	Solutions	Rate Experience (Good/Moderate /Bad)
Rahman (2019)	Lack of Training	Constraint in Financial Progress of the SMEs create hindrances in employees' external training programs for budget issue	Put External Training Program in a year	Moderate
Hoque (2018)	Lack of Transformational Leadership	Managers' place wrong people in certain areas of work and sometimes switches job roles of the employees, this creates hindrances to grow expertise of the individual	Provide decision making capability to the innovative, creative employees	Bad
Zeebaree & Siron, 2017	Lack of Innovation Performance	Due to job role switches and no appreciation or reward for work, individuals feel reluctance to work and be creative	Create Rewards system, create stable and long term job roles	Bad
Lucie (2019)	High Competition and Insecurity at job	Competition with other SMEs with same products generate create enormous stress on the employees to keep pace with their jobs and even feel secure about the job	Assurance from Management about job security , creating brand image and employees' retention policy like pension scheme	Moderate

Urban & Naidoo (2012)	Lack of Performance Appraisal system	There are No Promotion or Increment or Transfer of positions often thus employees feel distressed and insecure about jobs	Customized Products	Moderate
Andalib (2018)	Employees' rights (ER)	Job dissatisfaction, no flexibility at work increases turnover	Implement Bangladesh Labour Act, Fulfill employees' rights, Create Job satisfaction niche, Work Flexibility	Bad

Source Partially from Andalib and Halim (2019)

3. Research Model

Researchers have used Qualitative method by applying philosophical paradigms named ontology and methodology and have collected data from both literature and cases, have stored, analysed and validated data as per distinct scholars by enabling multiple case studies and creating logical chain of evidences (Creswell,2013;Auerbach & Silverstein, 2003; Yin, 2009; Andalib, 2018; Andalib et. al, 2014). Researchers have also purposefully chosen five cases and twenty participants, who participated in the focused group discussion as well as in the in-depth interview sessions. These cases are chosen with the help of three criteria, which are 1. Dhaka based factory, 2. Employees are more than 200 and 3. Uses heavy machines as per Akhtaruddin (2005). NVIVO Mac coding and Soft systems techniques are used to analyze and integrate data. After the analysis, career enhancement component 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 component . From this study, the condition of each of these categorized codes and themes of twelve cases are measured and outlined. This re-designed component 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. As per Andaib et. al (2019), this integration and mapping not is another entrepreneurial approach to motivate the employees and make them feel that organizations not only think of their 'career enhancement' 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 component 'Career enhancement' is quite an entrepreneurial approach where researchers dug into all codes in in-depth and detailed manner and used soft systems technique to map.

4. Findings and Discussion

Researchers' have found themes and codes from the multiple case studies and from the focused group discussion. Then the final themes are crosschecked and analysed and the final career-enhancement model has been developed.

Table 2: Purposefully Chosen SMEs for MCS and FGD

SME	SME Type	Establishment Year	Products	Factory Location	SME Size
SME1	Manufacturing	2012	Ceramics	Gazipur	Medium
SME2	Publishing-Printing	2005	Books	Banglabazar	Medium
SME3	Food Business	2015	Catering	Banani	Small
SME4	Garments	2009	Clothes	Uttara	Small
SME5	Garments	2004	Cloth colour	Dhanmondi	Small

4.1 Themes and Categorized Codes from MCS and FGD:

Andalib (2018) revealed that the found evidences indicate basic three themes of this component that got generated after coding are 1) training and development, 2) performance management and 3) 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 enhancement component 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 no 1 shows interview result.

Table 3 : Multiple SME studies' In-depth interview analysis about career enhancement

Themes	Training and Development (TR)	Performance Management (PM)	Job Security (JS)
SME 1 Weakly capable	++Partly Rigorous "We provide training to management only."	++Weakly Linked "We do have KPIs for individuals but individuals have to work on other roles too ."	++Sense of Security "Employees feel very safe and secured because of brand-name and employee benefits."
SME 2 Weakly Capable	+Partly rigorous "HR executive from case 2 said, "We will also start with some professional counselling 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."
SME 3 Weakly capable	+Partly rigorous "Ya, we are looking for some overseas external counsellor specially for the top management…."	+Weakly Linked " Interchange of job is present where long hours and over time works are present without added benefit/salary"	++Lacking 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 suddenly".
SME 4 Weakly capable	++Rigorous, "Our company provides thorough on job training to the employees."	++Weakly Linked, "Yes we have a manual PME and it is not used properly"	++Lacking Security, "SME itself is suffering from loan and financial burden so cannot ensure contract enhancement of the employees."
SME 5 Strongly capable	++Rigorous "Every year we have a fixed budget for training to the employees and we try to provide those"	++Weakly Linked "We do not have any appreciation or award programs to get our works being recognized"	++Lack of Security, "There is no retirement scheme for the Employees"

It shows that all the five SMEs are weakly capable in terms of managing and enhancing employees' career in SMEs of Bangladesh. The three main themes of career enhancement are found from the code analysis by NVIVOmac, which are Training & Development stands for TR, Performance Management Evaluation stands for PM, Job Security stands for JS, On Job training stands for OJT. These three themes have some sub-themes which are, 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 either '++' that stands for high, or as '+' that stands for low. The themes are rated consecutively as per SMEs for Training & Development as 'Rigorous or Partly rigorous', for Career enhancement as 'Strongly Linked' or 'Weakly Linked' and Job Security as 'Sense of Security' or 'Lacking Security'.

Table 4: Focused group discussion (FGD) among 20 participants' in 5 SMEs

Participant	From SME	Faced Challenges regarding Career	Resolution Suggested
P1	SME1	Short term projects	Strengthen financial position
P2	SME1	Shifting of job roles	Provide training for job roles
P3	SME1	No KPI or No performance appraisal system	Introduce Performance appraisal system
P4	SME1	Absence	Introduce psychological counselling
P5	SME1	Turnover	Retain Talents by providing Provident fund and benefits
P6	SME1	Turnover for dissatisfaction regarding job roles	Place right person at right place
P7	SME2	Projects with no training	Provide various dimensional trainings
P8	SME2	SMEs struggling to survive	Create strong financial position of the SMEs
P9	SME2	SMEs struggling to survive	Create brand of the SME with innovative products
P10	SME2	Innovative employees feel reluctant	Provide new innovative works to the employees
P11	SME3	Remuneration	Provide remuneration with benefits
P12	SME3	Work stress and long hours	Provide over time and other benefits
P13	SME3	Innovative employees feel reluctant	Give authority and decision making capability to the innovative and entrepreneurial employees
P14	SME4	Work stress and long hours	Health check up for free at SME location
P15	SME4	No increment or promotion	Provide increment and promotion

P16	SME4	No award or appreciation scheme	Introduce award and appreciation scheme
P17	SME4	Innovative employees feel reluctant	Give psychological counselling
P18	SME5	Not enough salary	Increase salary and benefits
P19	SME5	No increment or promotion	Provide transfer/increment/promotion
P20	SME5	No retirement scheme	Introduce retirement scheme

4.2 Career Enhancement Model

Career Enhancement Model is surely one of the core components of HRM framework. The three themes found from this study, which are 'training & development, TD', 'performance management, PM' and 'job security, JS' and eleven sub-themes are brought under one platform and also each theme has been integrated with employee rights' protocols derived from Universal Declaration of Human Rights, UDHR, International Labour Organization, ILO and Bangladesh Labour Act, BDL. In the SMEs entrepreneurs work very closely with the employees, so relationship between the entrepreneurs', top level managers and employees working at every level is significantly important as well. Entrepreneurial approach always leads to transformational leadership style and administration justice as well. Meanwhile, 'values, philosophies, objectives' of the SME culture is greatly influenced by entrepreneurial approach that eventually assist in building up the culture of career enhancement inside the SME environment. Therefore, these sub-themes have also influenced and got integrated in the career enhancement model.
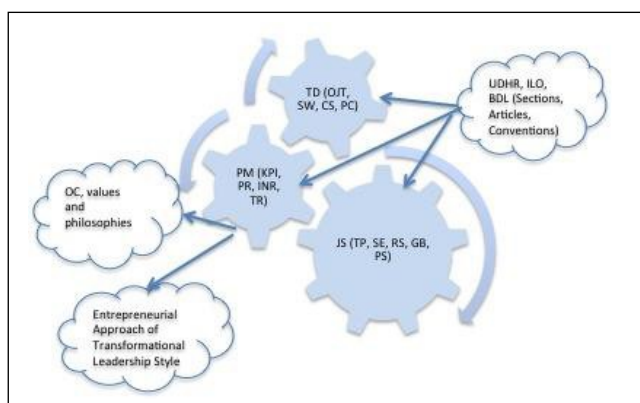

Fig. 1. Career Enhancement (CM) Model

The extracted categorized codes were 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). Component 'career enhancement' 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).

5. Discussions and Conclusion

As per Andalib et. al (2019) employees' innovation and entrepreneurial attitude is related to the fulfillment of their rights. With the completion of this study, the researchers believed that the aforesaid research objectives have been achieved. The aim of this study is to develop the career enhancement model of the SMEs in Bangladesh. The model has been integrated with 'employee rights' and other categorized codes of HRM framework. Twenty participants participated in-depth individual interviews as well as participated in the focused group discussion where they have discussed and revealed about the challenges, assumptions, opinions, experiences as well as the suggested resolution methods to enhance career of the employees in the SMEs. This study leads to various distinctive studies in future, which can be either survey

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oriented or case studies oriented also. Researchers in future can do single case study on distinct SMEs to find out the situation of their employees' career management system and how they have been enhancing their career or if there are employee rights' protocols included in their career management system or in HRM framework (Andalib and Darun, 2018).

The novelty and originality of this research lies in its methods of analyzing especially in the quaitative method, where both multiple case studies and focused group discussion have been parts since Andalib and Halim (2019) and Hoque (2018) mentioned that SMEs should be brought under qualitative research more to gain more deeper understanding and insight. Moreover, as per Andalib (2018) the component 'employees' rights' inclusion in the career enhancement model has been an importantly novel addition, because employees rights issues have been always separately dealt by the top management of organizations by following the Bangladesh Labour Act 2006's guideline without including it in the main stream HRM framework. Inclusion of employees' rights domain automatically forwards the entire SME to the pathway of employee retention and innovation automatically. 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. And also, for the SMEs of Bangladesh it has contributed in a way where this model can be applied in real work scenario.

Acknowledgement

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Appendix

Case study Protocol

Method A : Previous Scholars' works from Secondary Data
1) Review secondary data from electronic and paper sources: previous scholars' works
2) Identify the challenges mentioned by previous scholars before
Method B : Case Background from Secondary Data
1) Review secondary data from electronic and paper sources: there are two sources 1) collect relevant information from company's official website, such as annual reports, SMEs, reports, constraints, press releases,Reports, using electronic database, searching method should use the following formatsa) SME information: "company name" AND "country name"
Also ask for the official paper documents from the company itself
2) Compile the relevant information to form an understanding about SME's background.
Method B : Participants' Background from Secondary Data
3) Use case background to refine interview guides.
4) Know who is coming for the interview from which position and job role
4) Preview the guideline and agenda of the focused group discussion
5) Prepare a contact summary form (for every participant) to reflect the researcher's understanding about the last discussion and identify issues for further investigations.
Method C : Conduct In-depth Interviews and Focused group discussion
6) Introduce each participant from each SME with their roles to specify and understand their background
7) Discuss the agenda in the beginning of the session
8) Conduct the FGD session
Method D : Do Coding
8) Transcribe the FGDs (raw voice data) into text format, and begin coding process. The coding process
should be conducted immediately after each interview. Transfer all the transcriptions into
Nvivo MAc software. This software enhances the researcher's ability with coding processes.
9) Identify additional secondary data (if any) and collect document from local libraries, government agencies and research institutions. Also search and match with previous scholars' works.
11) Finally analyze final data and interpret the findings