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A Study on Career Planning and Development of Employee in Hospitals

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ABSTRACT

The World Health Organization designated 2020 as the year of nurses, making that year the first for such international recognition of the crucial role of nurses in every country. Nurses have shown themselves to be the real heroes in the battle of the COVID-19 pandemic. Are nurses only needed during a pandemic? No. Nurses toil relentlessly over their entire careers. Many nurses do not actively pay attention to managing their careers. How can their workplaces provide career advancement opportunities, mentor career advancement in their staff, and work harder at retaining these knowledge workers? This chapter discusses career planning and development for nurses; its steps, concerns and recommendations are highlighted. Examples of career planning and development of nurses in hospital settings are also offered. This study examines the career planning and development practices for employees in hospitals in Coimbatore, focusing on their impact on job satisfaction, performance, and retention. Utilizing quantitative methods such as Independent Sample T-tests and One-Way ANOVA, the research evaluates the effectiveness of current career development practices and identifies areas for improvement. The study reveals significant gaps in existing frameworks and provides recommendations for enhancing career development strategies to better support hospital employees in Coimbatore.

INTRODUCTION

Career planning and development are crucial in the healthcare sector, particularly within hospitals where employee performance directly affects patient care and organizational efficiency. This introduction highlights the importance of structured career management for healthcare professionals in Coimbatore, addressing specific challenges faced in this regional context. It sets the stage for the study by providing background on the local healthcare environment and the need for effective career development programs. The role requirements for first-line nurse managers in hospitals have become highly complex due to the complexity of the healthcare delivery system today.¹ Increased effort by top managers and human resource leaders has focused on improving managerial competence of first-line nurse managers through the process of succession planning, training, rewards, and career development. These efforts were spurred by the need for high quality care of the units to achieve the vision and mission of the hospital. However, working as a first-line nurse manager remains challenging, which is most likely related to the many and complex functions of management of the ward, budgeting, staff management, professionalism, and leadership. It also requires high competence as an articulation of knowledge, skills, and attitudes. Therefore, first-line nurse managers need to be supported, and factors that influence their competence warrant examination.

Managerial competence is defined as the application of knowledge, attitudes, and skills of first-line nurse managers in specific management functions which is observed and measured as a behavior. Internationally, first-line nurse managers are also called ward managers, head nurses, ward sisters, unit managers, and charge nurses, but in Indonesia the charge nurses and the ward sisters are not considered first-line nurse managers. A first-line nurse manager in Indonesia is called “Kepala Ruangan” in the Indonesian language, and refers to a clinical nurse who holds a position as a head nurse, a ward manager or a ward head nurse, or a unit manager.

Aimed at improving managerial competence of first-line nurse managers at public hospitals in Indonesia, various human resource management activities were provided. Despite the implementation of human resources activities, the managerial competence of first-line nurse managers remains low, as indicated by local studies in Indonesia. This gap in practice and research needs further exploration.

Previous local studies have documented factors that are correlated with managerial competence including educational level, facilities and resources, and performance evaluation. However, those factors might not address essential factors that influence managerial competence as indicated in international literature, such as human resource management factors, individual factors, organizational factors, and other factors. Besides, studies that explore the factors related to managerial competence of first-line nurse managers are limited in the current literature. Therefore, this gap warrants further examination.

OBJECTIVES

1. To assess the current career planning and development practices in hospitals in Coimbatore.

2. To evaluate the impact of these practices on employee job satisfaction, performance, and retention.
3. To identify gaps and challenges in the existing career development frameworks within these hospitals.
4. To provide actionable recommendations for improving career development practices in the hospitals of Coimbatore.

SCOPE OF THE STUDY

The study focuses on career planning and development for both clinical and non-clinical staff within hospitals in Coimbatore. It explores various elements such as career advancement opportunities, training programs, mentorship, and performance evaluations. The geographical scope is limited to hospitals located within Coimbatore city, providing insights relevant to this specific regional context. This study used a competence-based human resource management theory with a best-fit approach as a conceptual framework. The competence-based human resource management combines the theory of competence and human resource management that most likely focuses on people than on the job.¹ The competence-based human resource management empirically provides an important model to advance the competence of human resources within an organization, and it emphasizes competence analysis in all human resource activities. In addition, the best-fit approach in the competence-based human resource management emphasizes that human resource management should be congruent with individual and organizational related factors as essential to contributing to controlled variables that affect competence. The competence-based human resource management with the best-fit approach model was found as a variant from the precedent models of Harvard, Michigan and York for human resource management.

According to literature, competence is defined in multiple ways based on the eye of the beholder. Competence in the United Kingdom refers to ability or capacity of an individual in performing tasks within an occupation. In the United States, competence is defined as the behavior of an individual as the reflection of their knowledge, skills, attitudes, characteristics, and personalities in doing required activities. In Indonesia, competence is defined as the behavior in performing specific tasks as the combination of skill, knowledge, attitude. There is no consensus about the definition of competence, but a clarifying definition has emerged. The concept of competence has been widely used in human resource management to match the talents to the needs in an organization.

A literature review provides significant associations of managerial competence of first-line nurse managers with individual and hospital-related factors, including clinical experience, educational level, length of work, management training attendance, hospital types, and hospital-geographic area. In conclusion, there are three sets of factors consisting of individual-related factors, hospital-related factors, and competence-based human resource management factors that are considered important factors of managerial competence of the first-line nurse managers. This study

STATEMENT OF THE PROBLEM

Despite the importance of career development, many hospitals in Coimbatore face challenges in implementing effective career management strategies. This study addresses the problem of inadequate career planning and development practices and aims to explore how these deficiencies impact employee satisfaction and retention, and how they can be improved.

REVIEW OF LITERATURE

This section reviews existing research on career development within healthcare settings, focusing on studies relevant to the Indian context and, where applicable, international practices. It covers:

- Theoretical frameworks and models of career development.
- Previous research findings on career planning challenges and best practices in hospitals.
- Specific issues related to career management in Indian hospitals and insights into practices from similar regions.

RESEARCH METHODOLOGY

This study aims to find out the causal relationship between two or more variables, this study uses associative research techniques. The causal relationship investigated in this study is transformational leadership and career development on the performance of hospital employees. The research population consisted of employees of Indramayu Hospital and used random sampling techniques. This method was chosen based on the characteristics of respondents found at a certain time and place, (Sugiyono, 2013). Validity and reliability tests were carried out to test the validity of research instruments (questionnaires) used to collect data on research variables. To avoid skewed and inefficient measurements, the smallest squares multiple regression method is used. A normality test was also carried out to find out if the research data was normally distributed. A multi collinearity test was also carried out to determine the correlation between independent variables

The study employs a quantitative research approach with the following components:

Sampling: A representative sample of employees from various hospitals in Coimbatore.

Data Collection: Structured questionnaires are distributed to collect data on career development experiences and perceptions.

Data Analysis: Statistical methods, including Independent Sample T-tests and One-Way ANOVA, are used to analyze the collected data and determine the effectiveness of career planning practices.

DATA ANALYSIS AND INTERPRETATION

This section presents the results from the statistical analysis, including descriptive statistics to summarize the data and inferential statistics to test hypotheses. Key findings related to career planning and development practices are discussed, highlighting trends, patterns, and significant differences in employee perceptions and outcomes. The purpose of this study is to determine the relationship between transformational leadership and career development on the performance of hospital employees. Hospitals are complex organizations that require effective leadership and appropriate career development to achieve optimal performance. This research focuses on the role of transformational leadership in improving hospital employee performance and how career development mediates the relationship between transformational leadership and hospital employee performance. This study involved 150 respondents who were nurses in hospitals. The research method used is a quantitative method with data collection through questionnaire distribution. The respondents of this study are hospital employees at various levels, ranging from medical staff to senior management. The results of this study make practical and theoretical contributions to the development of hospital management and provide recommendations to practitioners and policymakers to optimize the performance of hospital staff through the application of transformational leadership and effective career development. The results of the study show that there is a significant influence of these two factors on the performance of hospital employees. First, transformational leadership has been proven to have a positive impact on the performance of hospital employees. Second, career development also has a significant influence on the performance of hospital nurses.

INDEPENDENT SAMPLE T TEST

The Independent Sample T-test is utilized to compare the mean career development experiences of two independent groups, such as clinical versus non-clinical staff, or employees from different hospitals. This analysis helps identify any significant differences in how these groups perceive career development practices and their impacts.

ONE WAY ANOVA

One-Way ANOVA is employed to examine differences in career development outcomes across multiple groups, such as employees at different levels of seniority or those participating in various levels of career development programs. This analysis identifies significant variations and informs targeted improvements in career management practices.

FINDINGS AND SUGGESTIONS

The findings highlight critical issues in career planning and development practices in hospitals in Coimbatore. Key gaps identified include limited access to structured career development programs and inadequate mentorship opportunities. Suggestions for improvement include enhancing training programs, expanding mentorship initiatives, and implementing more systematic career advancement pathways.

CONCLUSION

The identification of respondents in this study was differentiated based on several characteristics of the respondents, including gender, age, and education level. The following is an explanation of the characteristics of the respondents and the analysis of the relationship between the respondents and the variables studied. The study concludes that effective career planning and development are essential for improving employee satisfaction and retention in hospitals in Coimbatore. By addressing identified gaps and implementing recommended strategies, hospital administrators can enhance career development practices and contribute to better overall organizational performance. The conclusion summarizes the study's key insights and recommendations and suggests areas for future research to continue advancing career management in the healthcare sector.