ABSTRACT

This thesis “A Comparative study of Mid-Career Crisis in select Public sector and Private sector Organisations” conducts an enquiry into factors that lead managers to mid-career crisis. To identify the variables leading to mid-career crisis, it became necessary to borrow the conceptual anchors from the literature of careers and strategy. An extensive literature study on organizational career and the strategy process led to the identification of variables for the study.

With the help of a structured questionnaire, data was collected from respondents. The nature of competition in the banking sector has made the respondents from this sector an apt sample to test a case of mid-career crisis. Respondents from both public and private sector banks were contacted personally to collect required response. Four public sector banks and three private sector banks were selected for the study. Managers from foreign banks, regional rural banks and cooperative banks were not included among respondents. A pilot study was conducted to test the validity and reliability of the measures used in the study. Factor analysis and reliability analysis served this purpose three variables were dropped from a battery of 23 items on career involvement and two items were excluded from a list of 13 items on strategy involvement.

Finally it was concluded that 11 factors each from both career involvement and strategy involvement category were responsible for mid-career crisis. The factors are career advancement policies, employers commitment, utilisation of skills, level of stress, upward mobility, adequate skill, up gradation of skills, challenging opportunities, impact on future generations, willingness to help young managers and unable to utilize skills. The strategy involvement factors included mission formulation, proposing objectives, setting objectives, involvement in SWOT, tackling domestic competition, tackling global competition, competency building, developing options, taking necessary action, evaluation of strategy, corrective action.

A chi-square test was performed to see how these factors vary across managers from public and private sector banks. There was significant difference
between the perception of managers across different sectors on variables like skill improvement, inability to use skills and level of stress, whereas no difference was found across other variables. Similarly there was significant difference between the perception of managers’ involvement in strategy across different sectors on variable, global competition. No difference was found across other variables.

The suggestions include redesign of career advancement policies, reorientation of managers, management of stress, education and counseling. Human resource department in banks need to take pro-active measures in identifying and managing mid-career crisis.

(Key words: Mid-career crisis, Middle manager, Career stages, Learning stages, Career advancement policies, Level of stress)