CHAPTER – VI

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

This chapter deals with summarizing the findings which are emerging out of analysis done in the chapter 5. The role played by variables associated with manager’s career and strategy involvement and their behavior when exposed to a statistical tool are reported in this chapter. This section also examines the factors influencing mid-career crisis across public and private sector banks. Suggestions based upon research findings are given in this section leading to conclusion. Implications of the study to the domain of careers and strategy are also presented.

6.1 Major Findings of the Study

Career involvement variables leading to mid-career crisis

Chapter one sets ground for mid-career crisis. A general definition of mid-career crisis emerges out of this. In order to trace the factors leading to mid-career crisis the objectives are set accordingly and a research design to achieve the objectives are proposed. An attempt to identify conceptual anchors is achieved when two such anchors emerge from career and strategy domain. This chapter successfully illustrates difficulties involved in identifying factors leading to mid-career crisis.

Chapter two examines the literature available in the related fields of mid-career crisis. This exercise has identified different types of crisis situations. It succeeded in identifying variables that impact middle managers involvement in their career. The importance of career stages theory proposed by Hall and Super are incorporated in the variables used for the study. This chapter reflects the frustration of mid-career managers across different contexts.
Sources of competitive advantages are discussed in the chapter three. Here a specific reference is made to human assets. How human assets shape the competitiveness in a bank and the processes that are required to achieve the same are found. The variables which influences middle mangers involvement in strategy are identified. It also bridges the gap between middle manager involvement and strategy effectiveness.

Indian banking sector has evolved over a period of time. The traditional banking industry is forced to change in the light of cut throat competition prevailing in the industry. Competing on differentiation is very difficult in this industry. Banking sector can differentiate only with human resources; this is justified in the wake of a report published by confederation of Indian industry (CII) which reported lowest deposits and advances per employee in Indian banks compared to foreign counterparts.

Chapter five introduces the data collected for the study and briefs on its importance. The measures of reliability and validity of the variables selected for the study are examined in this section. The classification of factors that trigger mid-career crisis across private and public sector banks are made.

Summary of findings and suggestions are presented in the sixth chapter. Findings which are specific to a sector are segregated to facilitate comparison. Suggestions are arrived based upon the nature of findings. Finally conclusions of the study are reported.
Based upon factor analysis it is known that the following variables cause mid-career crisis. The factors are career advancement policies (.678), employers commitment (.699), utilisation of skills (.691) level of stress (.691), upward mobility (.710), adequate skills (717), up gradation of skills (.700), challenging opportunities (.512), impact on future generations (.513), willingness to help young managers (.615) and unable to utilize skills (.697).

Total of 11 variables out of 20 variables were considered to be the prime cause for mid-career crisis. Lack of clarity in career advancement policies were reflected in the number of years of delay in promotions. One to five years delay is quite regular in this career. There is a serious mis-match between experience of managers, their salary and their promotions. 68.5% of the managers feel the promotions were delayed. For 49.6% of respondents the delay in promotions was more than 5 years. Inability to design clear career path also reflects the commitment of bank management towards the managers.

After liberalisation, the old generation public sector banks were forced to compete with private sector and foreign banks. This has forced banks to take up host of financial products and services to gain competitive advantage. The banking sector is forced to take new roots. The ultimate impact of the most of these competitive moves has increased the work load and stress level for a manager. Lack of replacement for retired senior staff has intensified the problem. Mounting work load, extended work hours and monotonous work schedule has increased the chances of burnout. With computerisation of banks, new applications in CRM and risk management have become part and parcel of routine bank operations. Managers who are in to mid-career, trying to balance between their work and life, found it difficult to learn new skill sets.
6.2 Strategy involvement variables that lead to mid-career crisis

A factor analysis on the variables which determine manager’s involvement in the strategy process was conducted. Based upon factor loadings the following variables were identified. Participation in mission formulation (.697), proposing objectives (.650), setting objectives (.761), involvement in SWOT (.551), tackling domestic competition (.712), tackling global competition (.533), competency building (.712), developing options (.806), taking necessary action (.834), evaluation of strategy (.795), corrective action (.753). If middle managers don’t get an opportunity to participate in these decisions, then they are bound to fall in to the trap of mid-career crisis. The effectiveness of the strategy process will suffer if the involvement of managers is low in the strategy process. With increasing competition, head offices have enhanced the autonomy given to branch level managers. This has become a first move towards empowering managers. With host of new products and deadlines the involvement of managers in strategy process of the banks has increased many folds.

The association between career and strategy involvement of managers was significant as per a correlation analysis.

6.3 The pattern of mid-career crisis among managers from public and private sector banks.

Career involvement variables

A chi-square analysis was conducted to test association between variables which have led managers to mid-career crisis. The career and strategy involvement related variables are compared across managers from two sectors.

Career advancement polices: There is no significant difference between the managers perception across different sectors. Whereas the public sector bank managers perceive their career policies are transparent compared to managers from the private sector.
Employer’s commitment: There is no significant difference between the managers perception across different sectors. Whereas managers from private sector perceive their employer is committed to them compared to their counterparts.

Utilisation of skills: There is no significant difference between the managers perception across different sectors.

Level of stress: There is a difference between the managers perception across different sectors. Whereas the public sector bank managers perceive higher amount of stress compared to their counterpart in the private sector.

Upward mobility: There is no significant difference between the managers perception of upward mobility across different sectors. Whereas the private sector bank managers perceive they have more scope of upward mobility compared to managers from the public sector.

Adequate skill: There is no significant difference between the managers perception across different sectors.

Up gradation of skills: There is significant difference between the managers perception across different sectors. Whereas the public sector bank managers perceive their chances of upgrading skills are higher compared to managers from the private sector.

Challenging opportunities: There is no significant difference between the managers perception across different sectors.

Impact on future generations: There is no significant difference between the managers perception across different sectors.
Willingness to help young managers: There is no significant difference between the managers perception across different sectors.

Inability to use skills: There is significant difference between the managers perception across different sectors.

**Strategy involvement variables**

Involvement is mission formulation: There is no significant difference between the managers perception across different sectors. Whereas the public sector bank managers perceive that they are involved more in mission formulation compared to managers from the public sector.

Setting objectives: There is no significant difference between the managers perception across different sectors.

Proposing objectives: There is no significant difference between the managers perception across different sectors.

Developing options: There is significant difference between the managers perception across different sectors. Whereas the public sector bank managers perceive their career policies are transparent compared to managers from the private sector.

Involvement in SWOT: There is no significant difference between the managers perception across different sectors.

Involvement to tackle domestic competition: There is no significant difference between the managers perception across different sectors.
Involvement to tackle global competition: There is significant difference between the managers perception across different sectors.

Building competencies: There is significant difference between the managers perception across different sectors.

Development of options: There is no significant difference between the managers perception across different sectors.

Evaluation of the strategy: There is no significant difference between the managers perception across different sectors.

Corrective action: There is no significant difference between the managers perception across different sectors.

**Trend of Career Involvement of Middle Managers in the Private and Public sector Banks**

A cut off score of 75 was selected considering the minimum and maximum scores one may obtain under career measures. 18% of the respondents from the private sector and 41.3% of the respondents from the public sector are in to mid career crisis.

**Trend of Strategy Involvement of Middle Managers in The Private and Public Sector Banks**

A cut off score of 35 was selected considering the minimum and maximum scores one may obtain under career measures. 17% of the respondents from private sector and 10% respondents from public sector are in to mid career crisis.
The above analysis shows that the career involvement plays a major role in mid-career crisis compared to strategy involvement.

**Education Age and Experience**

Majority of the respondents were graduates, they appeared for CAIIB exams to make them eligible for promotions. 61 percent of the respondents were in the age group of 46-55. It can be observed that maximum number of respondents belonging to the age group of 46-55 years which clearly indicates that a good percentage of managers belong to one among the Growth/Maintenance or Stagnation stage. 45 managers had an experience ranging from 21-30 years. This seems to be the most compelling compared to other categories.

**Recommendations**

1. Career advancement policies need to address the issue of mid-career crisis. Employees belonging to the age group of 46-55 have more chances of becoming potential victims. Banks need to make sure employees do not land in frustration due to a plateau career. Engaging employees by creating a challenging work environment is equally important. The monotonous routine has suppressed their creativity and potential to excel. Public sector banks need to improve upon this.

2. As the experience curve of these middle manager’s is a potential tangible asset for the banks, as it is very difficult to get replacement for them. Serious long term delay in the promotion has resulted in loss of interest in work. Banks should ensure timely promotion of their employees.

3. Employer’s commitment employer need to identify the needs of employees. Considering such needs they need to formulate flexible work policies. Which will be able to facilitate sabbaticals, change in the job profile and programmes towards healthy work-life balance.
4. Level of stress is an important factor which forces manager’s into crisis. The factors that induce stress were, inability cope with changing environment, inability to utilize the skill a manager possesses, inability to influence superiors, lack of upward mobility and inability to achieve career goals.

5. At head office level, HR heads need to formulate career policies in tune with the career stages of different levels of employees. This will lead to better career advancement policies and less of Mid-Career Crisis.

6. Banks need to develop the measures of employee commitment as a part of their organisational culture rather than policy related issue.

7. Banks need to assure that individual branch manager gets sufficient autonomy to craft strategy for their branches. Overall participation can be improved with continuous monitoring at branch level.

Other options includes,

1) Education
2) Counseling
3) Refocusing of jobs.

1) Education: Education plays an important role in the management of mid-career crisis. All managers, should make deliberate efforts to read early signs of mid-career crisis. Human resource managers need to play a vital role in this transition. Education helps manager to go through the transitional phase of mid-career crisis. Corporate sponsored workshops can help to bridge the gap. Another advantage of the workshops is that it provides an opportunity for the employees to reflect on
their feelings and to form an informal support group. Many corporate send their middle manager three tier programme to reputed IIM’s. Some programmes are targeted exclusively on Mid-career executives.

2) Counseling: The role of a mentor plays a vital role here. Many of public sector banks lack this. Mentors can understand the feelings of the mid-career workers better than any one else. Counselors should be readily available at banks.

3) Restructuring: Organisations have tendency to show more interest towards younger employees. This upsets mid-career employees. This attitude has to be changed. The experience of older workers need to be recognized. Human resource department of the banks need to be proactive here. There is a need to be proactive rather than reactive.
CONCLUSION

Organisations need to design employee oriented policies, which will take care of their work and personal life. Flexibility is the key is designing above policies. Inability to design employee oriented policies will lead to competitive disadvantage. Here is a need to design reward systems to address the issues of mid-career crisis. There is strong need to have personal interaction with mid-career workers. Management should address their concerns and try to redesign the job in identify new career paths within existing career streams. Education and training someway addresses the issues of mid-career managers.

Manager’s involvement in the career and strategy are equally important for achieving strategic objectives of the banks. Career and strategy are internal to one another. Mid-career crisis is an individual phenomena which sooner becomes an organizational phenomena.

The Implications of this research to the theory and practice of organisational Career Management.

Implications to Organisational Career Management

Theoretical insights in to managers perception of organizational career management in developing economies are relatively few. That too in banking system, organizational career management was dominated by hiring, firing and transfers for several decades. Even after nationalization of banks, very little efforts were made to focus on organizational career management. A review of literature revealed that many
related issues are yet to be adequately addressed by the researchers. The expected implications of this study to Organisational Career Management are given below.

- This study has developed a framework which is suitable to emerging economies (with a special attention to study Mid-Career Crisis in their disaggregate form) and demonstrated that such an exercise can be quite insightful. Hence, this study encourages the use of appropriate research frameworks while addressing the problem of Mid-Career Crisis in the emerging economies.

- It is hoped that the results of this study will enhance the value of the existing literature on Organisational Career Management and Mid-Career Crisis. The fact that the organisational Career Management variables that have been found to be significantly related to Mid-Career Crisis. The issues concerned with the internal and external environment of the firm, should attract the attention of the researchers from Economics, Organizational and Management Science. Study also reveals the need for further research in to the internal issues concerning the organization which in fact are going to support the organization during external challenge.

- The study is modestly successful in answering the research questions identified in Chapter 1, it also raises many new questions for further research, the answers to which are likely to adds value to the literature on Organisational Career Management and mid-career crisis.

**The Implications of this research to the theory and practice of Strategic Management.**

- Organisations in the emerging economies need to understand the strong linkage between their internal and external environment. The frame-work used in the study emphasizes on developing capabilities to face the challenges in the external environment.
• The variables identified in the strategy process were able to predict mid-career crisis. The Involvement of bank managers in the strategy process has gone through a sea change. As the pressure to become a market leader has increased in the banking sector, banking sector started concentrating on the younger talent for marketing and promotion of new offerings and the experienced managers are left behind.

• The study emphasizes on the need to treat every branch as a Strategic Business Unit, can be a contribution to the outlook of banking with a view to develop capabilities.

• Lesser the involvement of managers in the career and strategy process, higher the chances of an organization becoming a reactive to the changes rather than becoming pro-active.

• At Head office level, banks need to ensure that branch managers are communicated about the strategic course of action which it pursues. Periodical revision of objective achievement can be assessed to quantify participation of branch managers in the strategy process.

**Leads for further research**

This study has identified some of the key variables which are responsible for mid-career crisis. The two perspectives, Organizational Career Management and Strategic Management Process can be examined in the greater detail taking samples from manufacturing organizations. A few lead questions are mentioned below.

• How to convert organisational career management practices proactive rather than reactive? The research can focus on the role of human resource
department in the organizations. One can examine the efforts made by them to project the importance of organizational career management practices to the top management teams of their respective organization.

- Why do firms differ in their access to relevant HR input to improve organizational career management practices? The study should identify the factors that make organizational career management practices proactive.
- How to build a futuristic orientation towards strategic management process? How to build flexibility in to such plans to enable the organizations to adapt to changes in the circumstances in the future?

The outcome of research in to the above questions should help the decision makers to address crucial problems in the organizations from the emerging economies. The organization level analysis using the results of this research should enable the firms to try their hands on developing databases, benchmarks, performance evaluation and motivation systems and organizational mechanisms to move towards the culture of capabilities and competence.