



A STUDY OF EXISTING CAREER PATH OPPORTUNITIES IN SBI IN HIMACHAL PRADESH

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ABSTRACT

Career path varies from organization to organization and from job to job. The concept career pathing is equally important for both employee and management. Career paths are routes that individuals take from their first foray into the job market through to their final position before retirement. Generally speaking career paths start with the most junior position and end with the most senior position – this isn't always the case but is likely the intention of the individual. It's important to start thinking of career paths early as the choices made early on in a career can influence the opportunities available in the future. Training and development play a significant part in the opportunities open to people and therefore the ways they can carve out their career path. Some people will carve out a career path within one organization while others will attempt to climb the ladder by moving to other organizations. Generally-speaking, companies need to promote internally if they want individuals to remain with them in the long-term. The study covers career path opportunities in SBI in Himachal Pradesh. The study has been analyzed by using simple mathematical tools and chi-square test.

Key Words: - Management, Career Path, Opportunities, Banks

INTRODUCTION

Career pathing is the process used by an employee to chart a course within an organization for his or her career path and career development. Career pathing involves understanding what knowledge, skills, personal characteristics, and experience are required for an employee to progress his or her career laterally, or through access to promotions and/or departmental transfers. Career path is not only a series of positions one takes but also an opportunity to achieve overall positive career development. The career path is the result of the decisions and hard work put by an individual. Career pathing is viewed from two equally important and significant perspectives. From the organization's perspective, career path helps to determine an adequate supply of talent and from the individual's perspective, a career path represents the myriad jobs the employee undertakes along the journey to achieve career goals advancements .

Callender and Wilkinson [1] acknowledge that employers may be better informed than careers professionals about career opportunities in their field, but warn that over reliance on employers and colleagues for career advice may be counter-productive if the advice is linked to employers' short-term organizational needs rather than student's longer-term career aspirations. Jandhaghi et al. [2] Employees are the true asset of any work place. Therefore, organization that care most and are conscious about their importance in their environment, they always work out to nourish their satisfaction and commitment with the job through monotonous caring about their career and providing security against their jobs. Kaur and Sandhu [3] the organizations not only tend to hire good employees but they rather emphasize on developing the career and encouraging the commitment with the job of existing employees. Gantasala and Padmakumar [4] employees get emotionally attached with the organization when they realize that management is protecting their positions by making them worthy through properly planning for their career which encourages their attachment with their work place. Judith Bardwick gave career plateau phenomenon. A career plateau is a situation in which for either organizational or personal reasons the probability of moving up career ladder is low. There are three types of plateaus: structural, content and life. Structural plateau marks the end of promotions; and one leave the organization to find new opportunities. A content plateau occurs when a person has learned a job too well and is bored

with day-to-day activities. According to Susan Brooks, a life plateau is more profound and may feel like mid-life crisis. Edgar Schein says that career planning is a continuous process of discovery- one in which a person slowly develops a clear career pathing concept in terms of what his talents, abilities, motives, needs, attitudes and values are. He says that, it becomes apparent that one must have a dominant career anchor, a concern or value that one will not give up if a career choice has to be made. Career anchors are the pivots around which a person's career swings.

OBJECTIVES OF THE STUDY

1. To study the existing career path opportunities in State Bank of India.
2. To study the basis of career path opportunities in State Bank of India.

DATA AND METHODOLOGY

In the present study the branches of SBI in Himachal Pradesh has been covered. The sample size of 200 officers of different branches of Himachal Pradesh has been taken to cover the study. The sample consists of officers from all grades related on the basis of convenient sampling. The data was collected from the organization under study from primary as well as secondary sources. The primary data for the purpose was collected through questionnaire, interviews and observation. The primary data was supplemented by secondary data available from published reports, manuals, circulars, notifications and other circulars, notification and other literature related to topic under the study.

Tools and Techniques

Tools and techniques used keeping in view the nature of study; the data collected have been analyzed and interpreted with the help of following methods.

1. **Mathematical methods**-In the present study the data collected have been analyzed with the help of mathematical methods such as simple average and percentage method.

2. Chi Square Test

The non-parametric tests which have been used in this research is chi-square test. It has been used to examine the managerial effectiveness of officers in SBI of Himachal Pradesh. Chi-square test is a test which described the magnitude of difference between observed frequencies and frequencies expected under certain assumptions.

$$\chi^2 = \frac{\sum(O-E)^2}{E}$$

Where, o refers to the observed frequencies, E refers to the expected frequencies, χ^2 is symbol for chi-square test.

LIMITATIONS

The study is subjected to the certain limitation which could not be perhaps avoided. The following is the limitation of this study.

1. Career pathing is a wide field of study and large number of factor contribute towards the career pathing of people in any organization. It was difficult to study all indicators contributing to the managerial effectiveness.
2. Human beings were hesitant and reluctant to dispose functioning and weak point of their organization in the course of opinion survey conducted by the researcher. It was difficult to get data on certain aspect in the course of survey through questionnaire and interviews.
3. The study was conducted with the help of primary data collected randomly. Therefore the result may be affected by the sampling error.
4. The study is limited in its scope. The finding of the study can be generalized to a limited extent only.
5. Incomplete and wrong information and responses to some questions could not be avoided.

EXISTING CAREER PATH OPPORTUNITIES

In the course of survey a question was asked about the existing career opportunities from the respondents. Respondents were asked to give rating to this question on the basis of good, average or poor. The collected data was further classified on the basis of age, educational qualification, work experience and place of posting

Table No. 1 Perception of respondents about existing career path opportunities in the bank of the basis of age

Age	Career path opportunities			Total
	Good	Average	Poor	
Below 45	76 (82.6%)	16 (17.4%)	0 (0.0%)	92 (100)
Above 45	78 (72.2%)	28 (25.9%)	2 (1.9%)	108 (100)
Total	154 (77.0%)	44 (22.0%)	2 (1.0)	200 (100)

$$x^2 = .002$$

$$P > 0.05$$

Table 1 manifests that 76 respondents out of 92 the age of below 45 i.e. 82.6% and respondents 78 out of 108 of the age of above 45 i.e. 72.2% have rated as good to existing career path opportunities. On the other hand 28 respondents (25.9%) out of 108 are above the age of 45 and respondents 16 (17.4%) below the age of 45 rate as average. While applying x^2 test its value (4.045) is less than table value at 5% level of significant difference in opinion in rating if existing career path opportunities in the bank on the basis of age.

Table No. 2 Perception of respondents about existing career path opportunities in the bank on the basis of educational qualification

Educational Qualification	Career path opportunities			Total
	Good	Average	Poor	
Graduate	56 (80.0%)	14 (20.0%)	0 (0.0%)	70 (100)
P.G.	72 (72.0%)	28 (28.0%)	0 (0.0%)	100 (100)
Professional	26 (86.5%)	2 (6.7%)	2 (6.7%)	30 (100)
Total	154 (77.0%)	44 (22.0%)	2 (1.0%)	200 (100)

$\chi^2 = 17.074$

$P < 0.05$

Table 2 manifests that respondents 26 (86.7%) out of 30 with the professional qualification have given the rating as good to the existing career path opportunities in the bank followed by the respondents 72(72.0%) out of 100 with the post graduate qualification and respondent 56 (80%) out of 70 respondents. While applying the χ^2 test its value (17.074) is higher than the table value at 5% level of significance. So, our hypothesis is rejected, which indicates that there is a significant difference in the opinion of the respondents with regard to existing career path opportunities on the basis of educational qualification.

Table No. 3 Perception of respondents about existing career path opportunities in the bank on the basis of work experience

Work Experience	Career path opportunities			Total
	Good	Average	Poor	
Below 10 Years	30 (78.9%)	8 (20.0%)	0 (0.0%)	38 (100)
10-20 years	50 (86.2%)	6 (10.3%)	2 (3.4%)	58 (100)
Above 20 years	74 (71.2%)	30 (28.8%)	0 (.0%)	104 (100)
Total	154 (77.0%)	44 (22.0%)	2 (1.0%)	200 (100)

$$x^2 = 11.828$$

$$P < 0.05$$

Table 3 shows that respondents 50 (86.2%) out of 58 with the experience of 10-20 year, 30 (78.9%) respondents out of total 38 with the experience of below 10 years and respondents 74 (71.2%) out of total 104 have rated as good to existing career path opportunities in the bank. On the other hand the respondents above 20 years experience with the percentage 28.8% respondents with the experience of 10 years. 21% and respondents with the experience of 10-20 years i.e. 10.3% have rated average to existing career path opportunities. While applying the x^2 test its value (11.828) is more than the table value at 5% level of significance. So, null hypothesis is rejected. It means there is significance difference of opinion of respondents on the basis of work experience about rating of existing career path opportunities on the basis of work experience.

Table No.4 Perception of respondents about existing career path opportunities in the bank on the basis of place of posting

Place of Posting	Career path opportunities			Total
	Good	Average	Poor	
Rural	78 (78.0%)	22 (22.0%)	0 (0.0%)	100 (100)
Urban	76 (76.0%)	22 (22.0%)	2 (2.0%)	100 (100)
Total	154 (77.0%)	44 (22.0%)	2 (1.0%)	200 (100)

$\chi^2 = 11.828$

$P > 0.05$

From the table 4 it is very clear that there is no difference of opinion due to place of posting about rating of existing career path opportunities because it is 78% in the case of rural respondent and 76% in the case of urban respondent. While comparing average rating there is no difference of rating as percentage because it is 22% for rural as well as urban respondent. While applying the χ^2 test its value (2.026) is less than the table value at 5% level of significance. So, our hypothesis is accepted. It means that there is no statistical difference of opinion on the basis of place of posting of the respondents about career path opportunities in the bank.

CONCLUSION

From the survey it was found that career path is long to one's normal work life span. Placement decisions are claimed to be taken on the basis of appraisal and career path needs. Most of the decisions are taken on the basis of top management requirement and not on the basis of individual career growth.

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