

Winning with people

Vasanthi Srinivasan
Faculty – OB & HRM

Banking sector and people management

- Banking is a “People business”
- Positive relationship between employee satisfaction and customer satisfaction in banks in India is well established
(http://www.jiit.ac.in/uploads/Synopsis_Santosh%20Dev.pdf)
- Interpersonal trust as organizational trust – key in finance centered industries

Uniqueness of Public sector banks

- Hiring freeze with computerization
- Sudden hiring spree in the last few years
- Large number of retirements
- Knowledge transfer– challenge
- Missing middle management
- Weak people development and investment processes
- Strong work ethos and culture
- Old Vs new; young vs. old
- Changing Identity of the bank ???

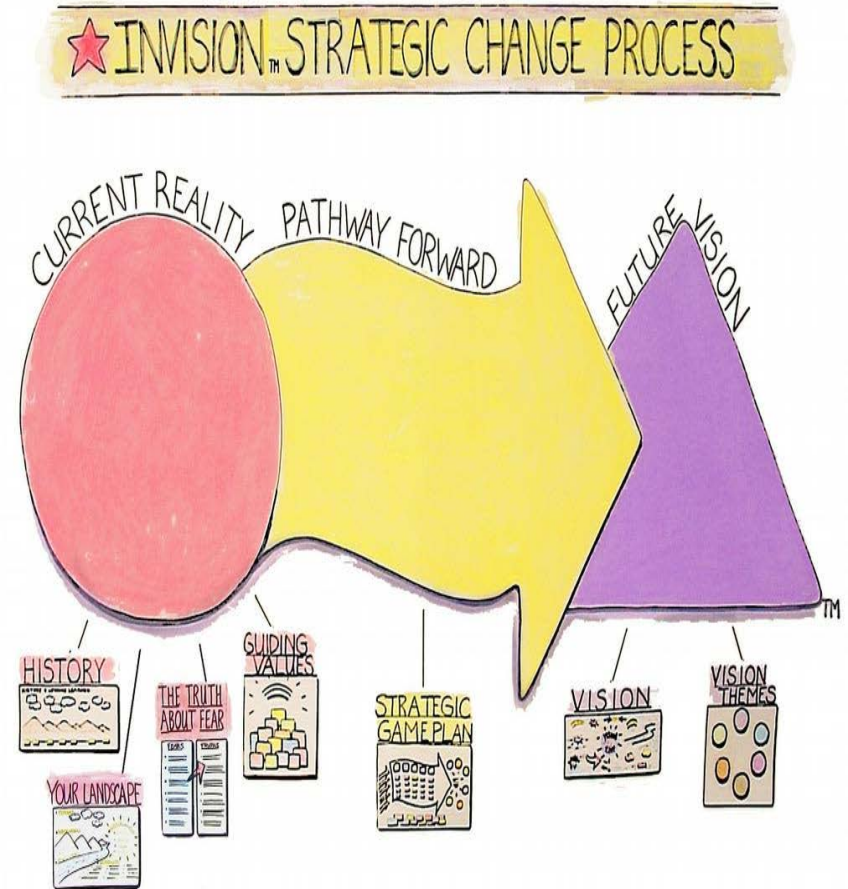
Table: Staff expenses (Payments to and Provisions for employees) of Public Sector Banks versus Private Sector Banks

Year	Public Sector Banks		Private Sector Banks	
	Staff	Cost per employee (Rupees)	Staff	Cost per employee (Rupees)
1998–99	8,83,648	1,67,940	60,777	1,69,307
2002–03	7,57,251	2,70,426	59,374	3,54,532
2003–04	7,52,627	2,97,903	81,120	3,17,308
2006–07	7,28,878	3,81,449	1,37,284	3,83,439
2007–08	7,15,408	4,00,611	1,58,823	4,47,920
2008–09	7,31,524	4,72,493	1,76,339	4,83,501
2009–10	7,39,646	5,55,874	1,82,520	5,16,491
2010–11	7,57,535	7,15,914	2,18,679	5,63,154

Source: <http://www.bis.org/review/r120606b.pdf>

Reflection question:

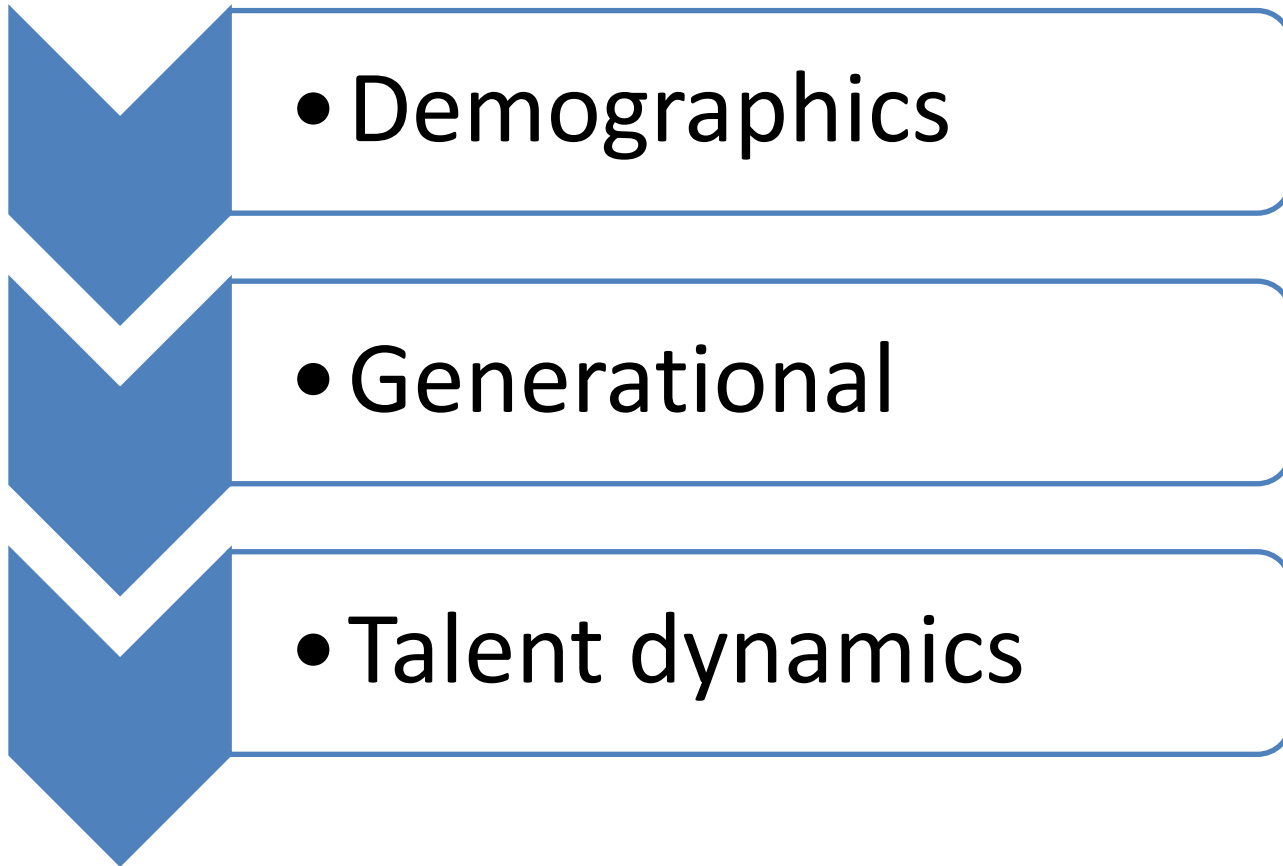
- Your work context must have changed significantly in the last 5-7 years. What has changed?
- How have you changed (both personally and professionally)?



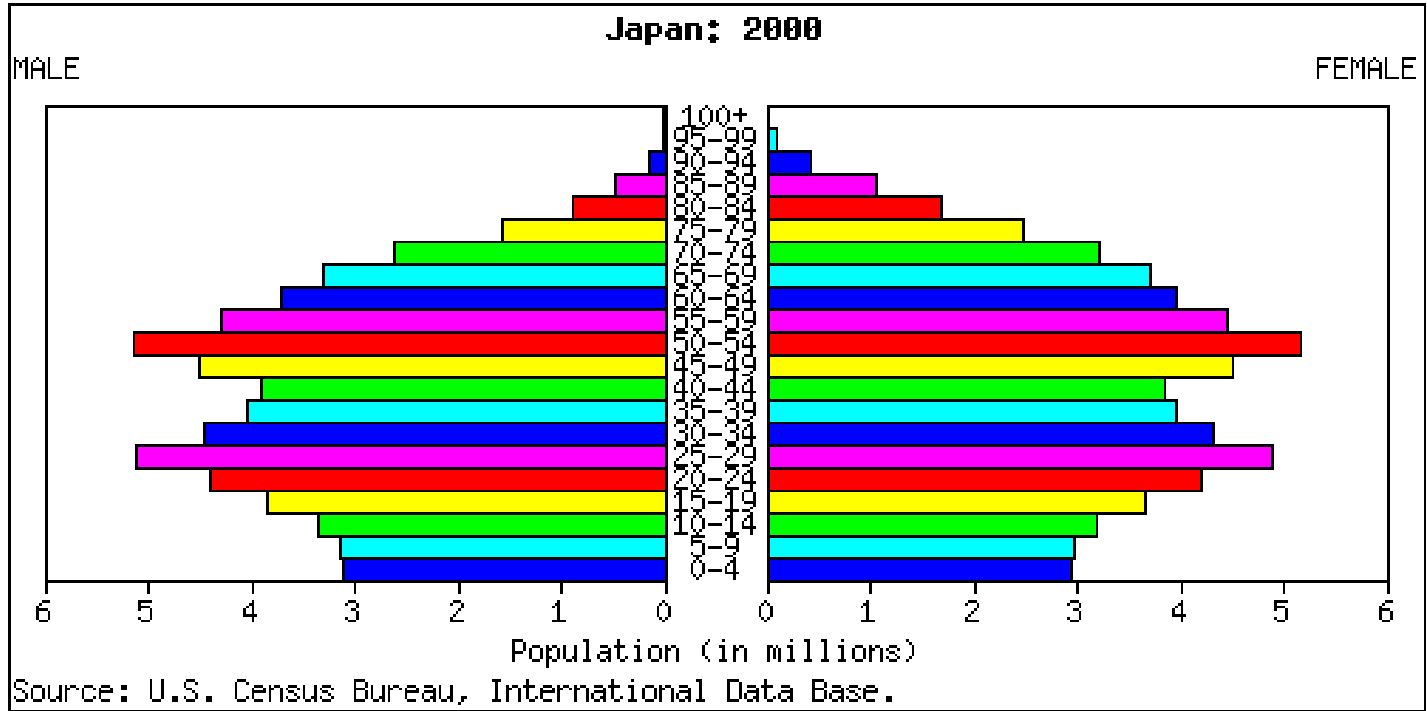
Changing context of Banking

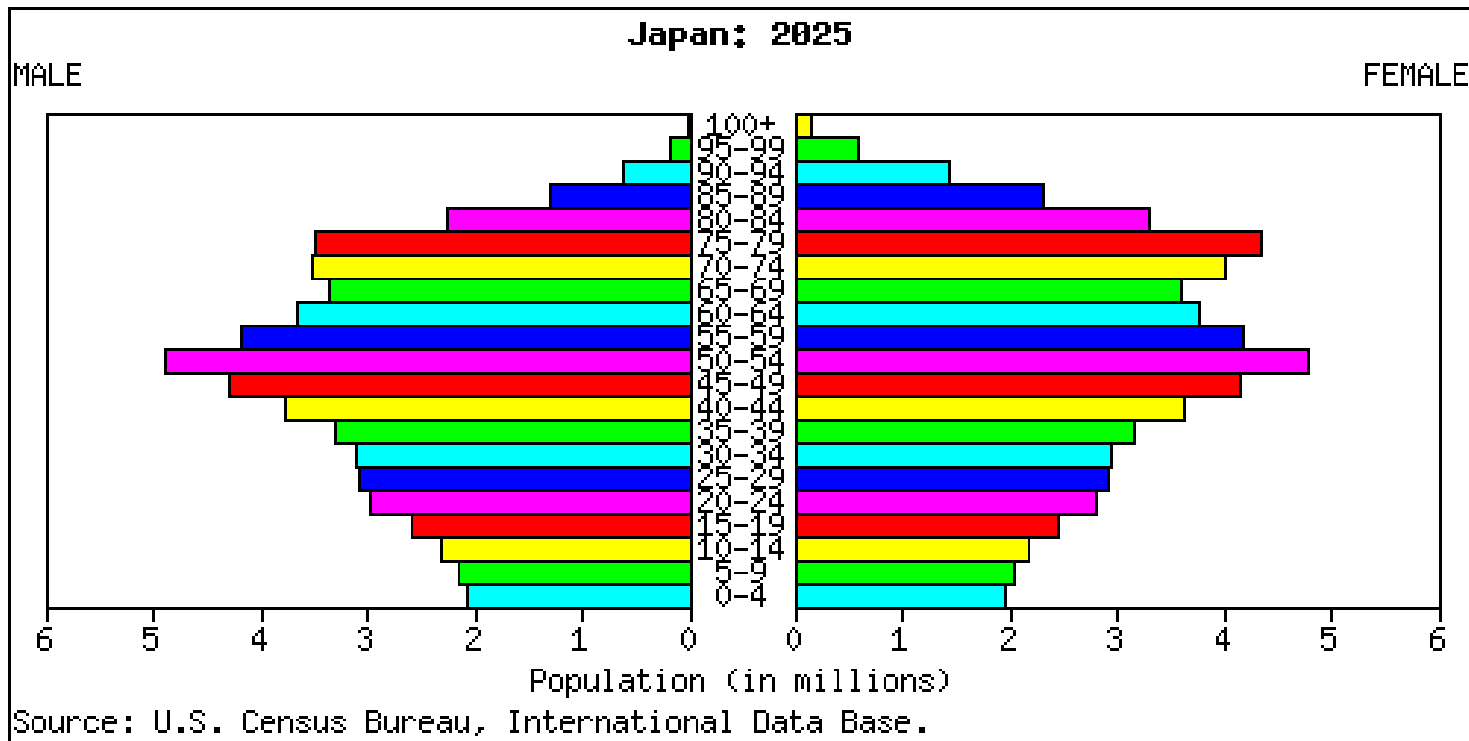
- Technology
- Customer expectations
- Regulatory context
- Internationalization
- Expertise based positions
- Scaling up with systems and processes
- Compliance focus

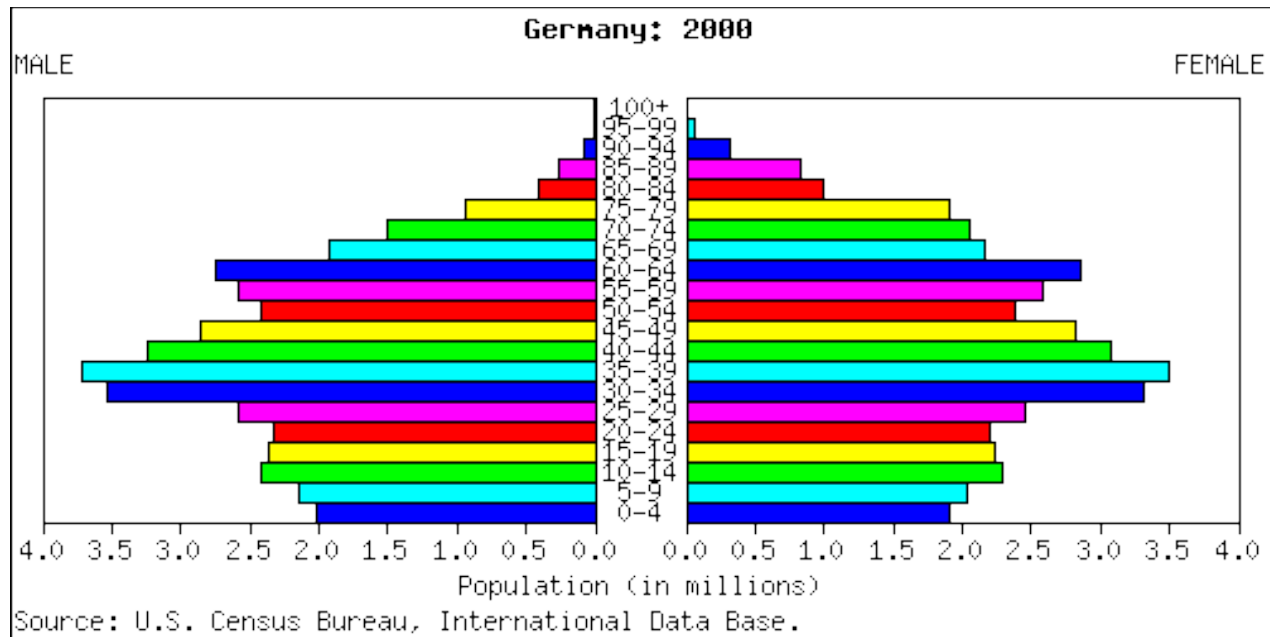
Mega trends for Indian organizations

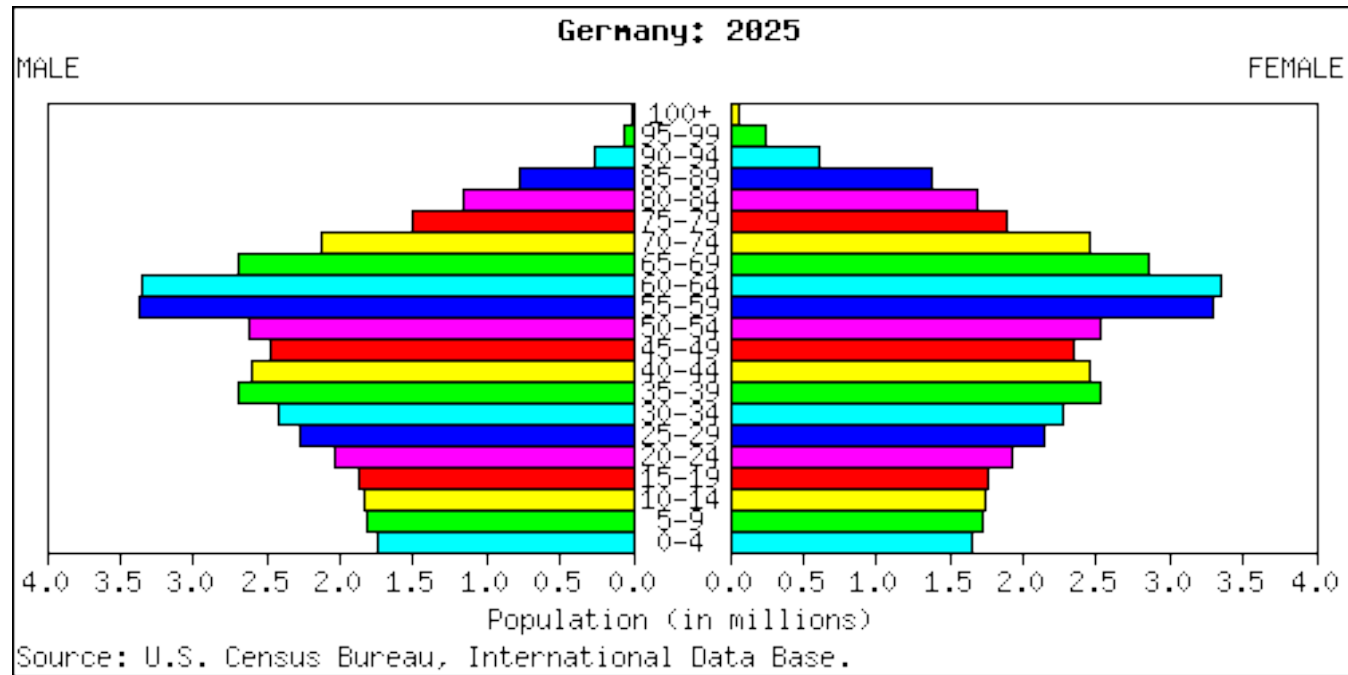


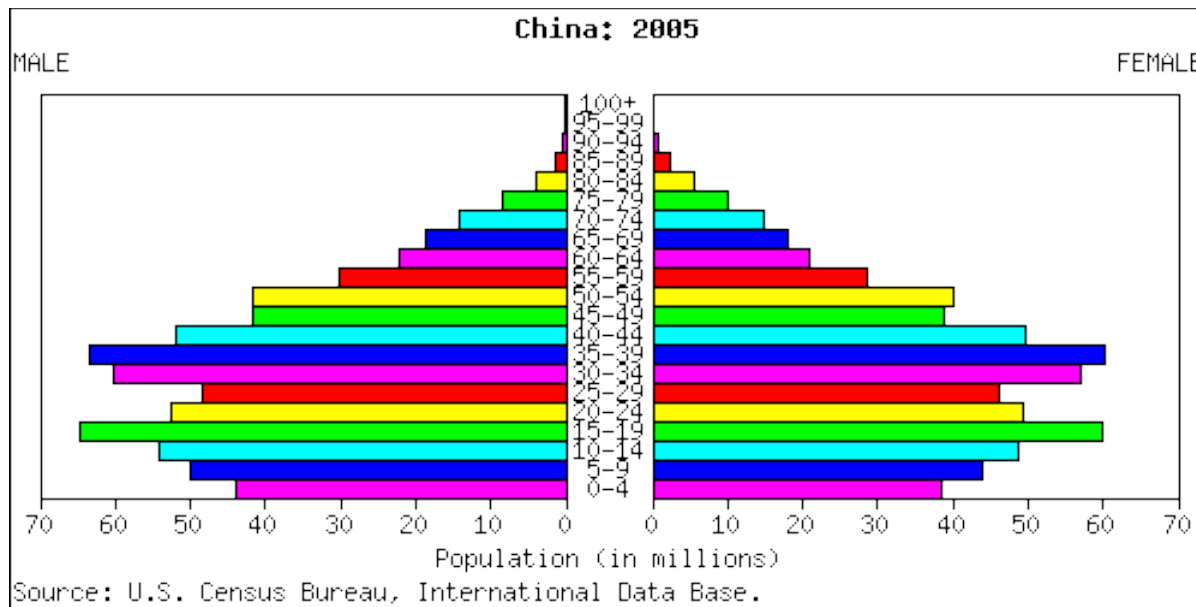
DEMOGRAPHICS

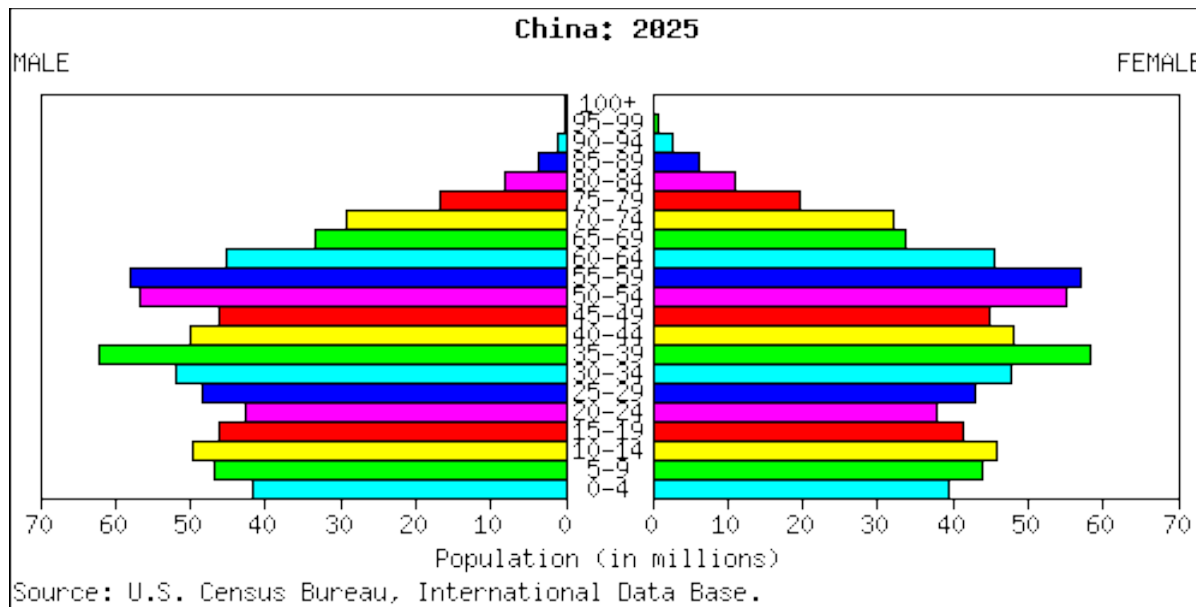


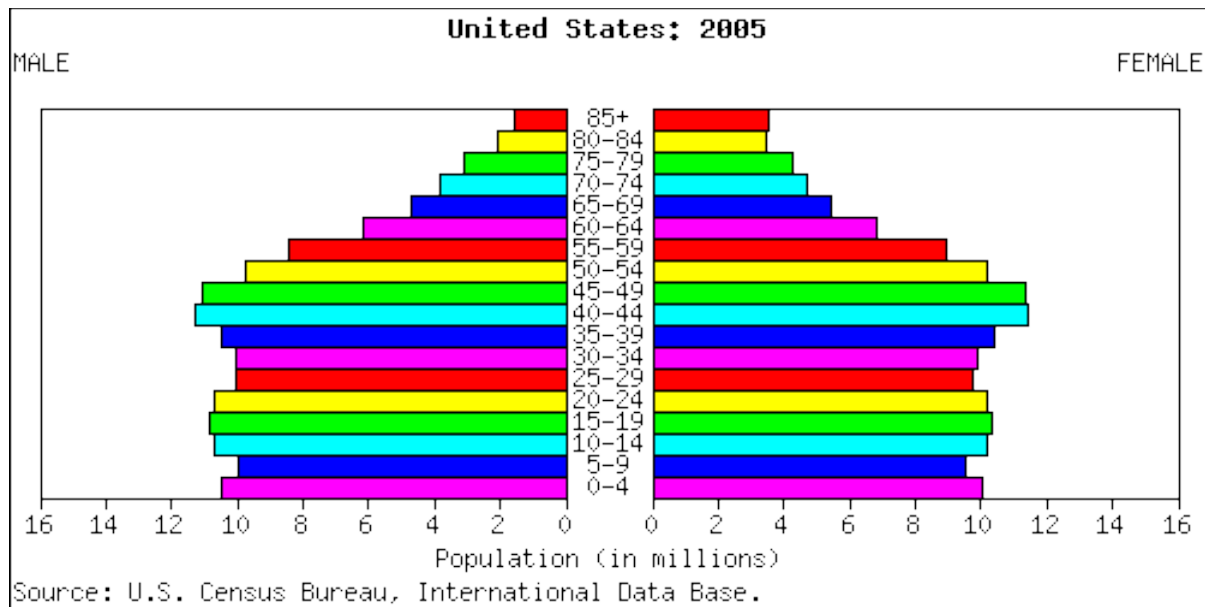


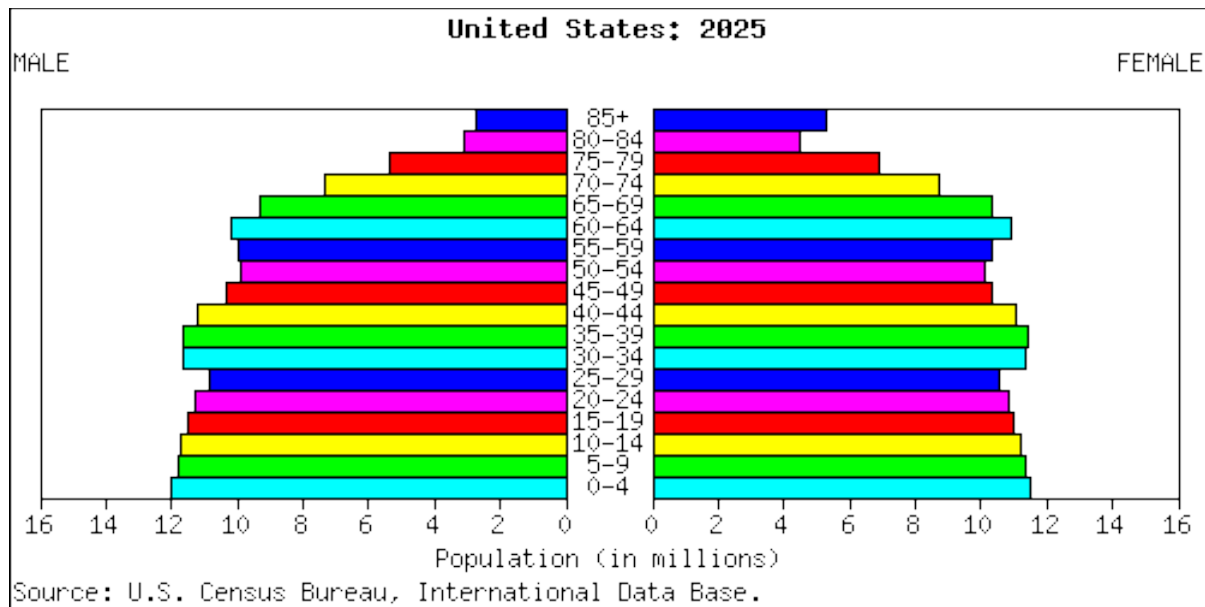


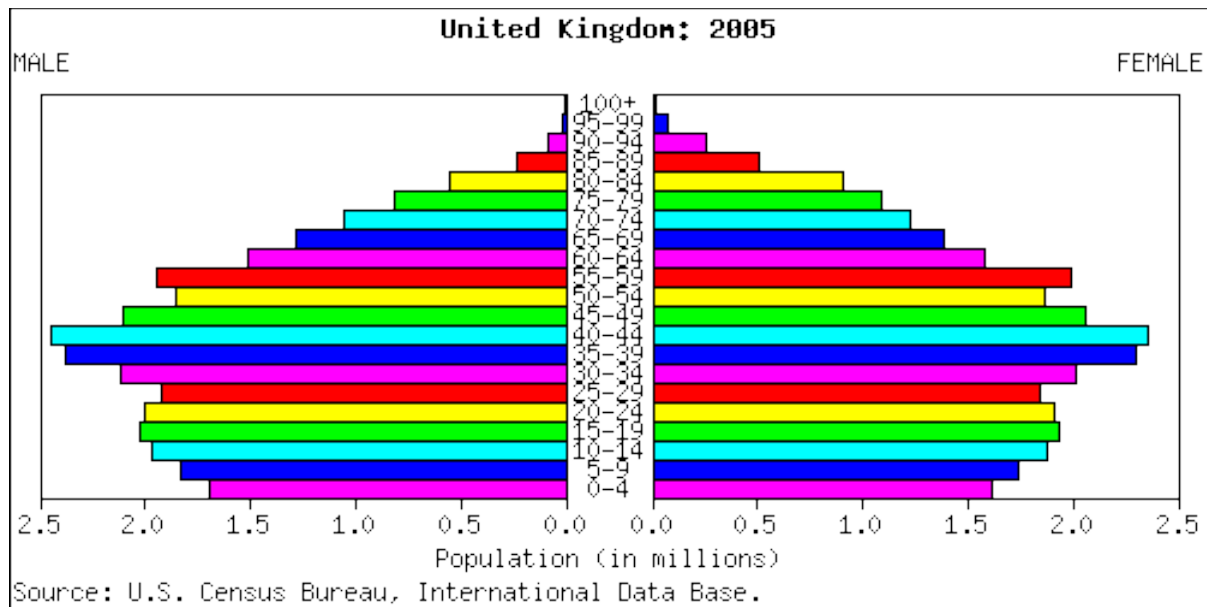


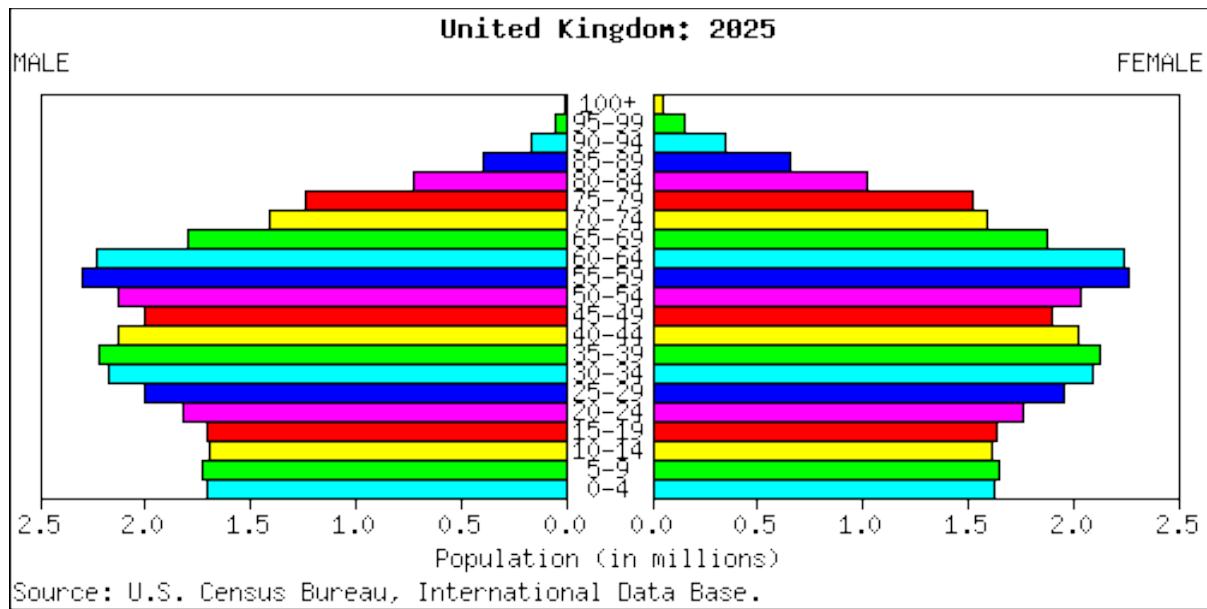


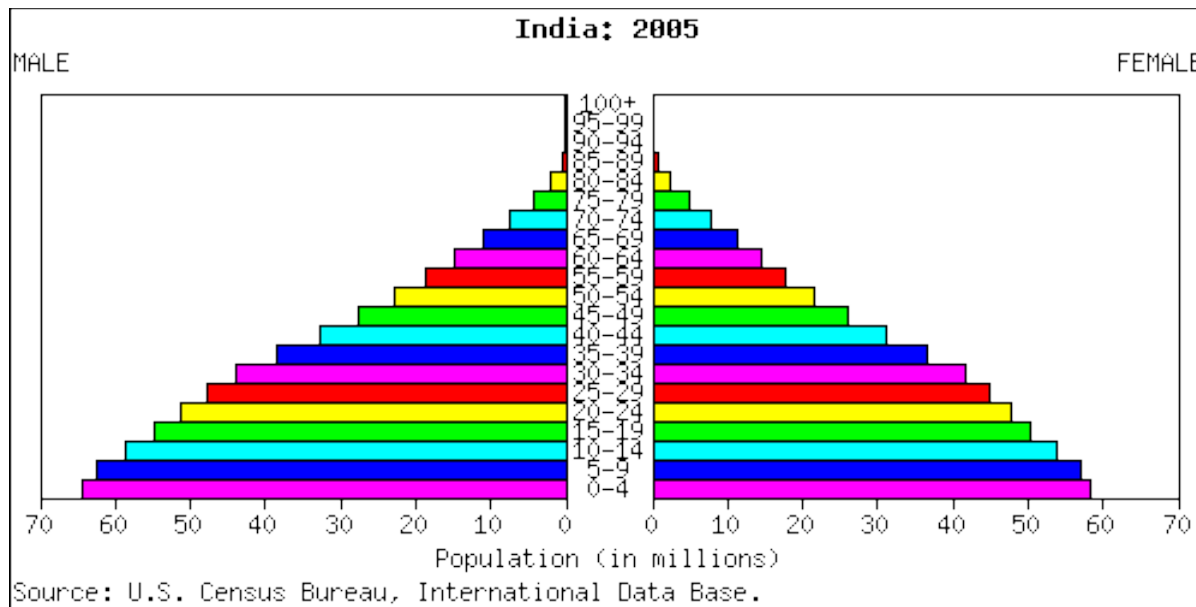


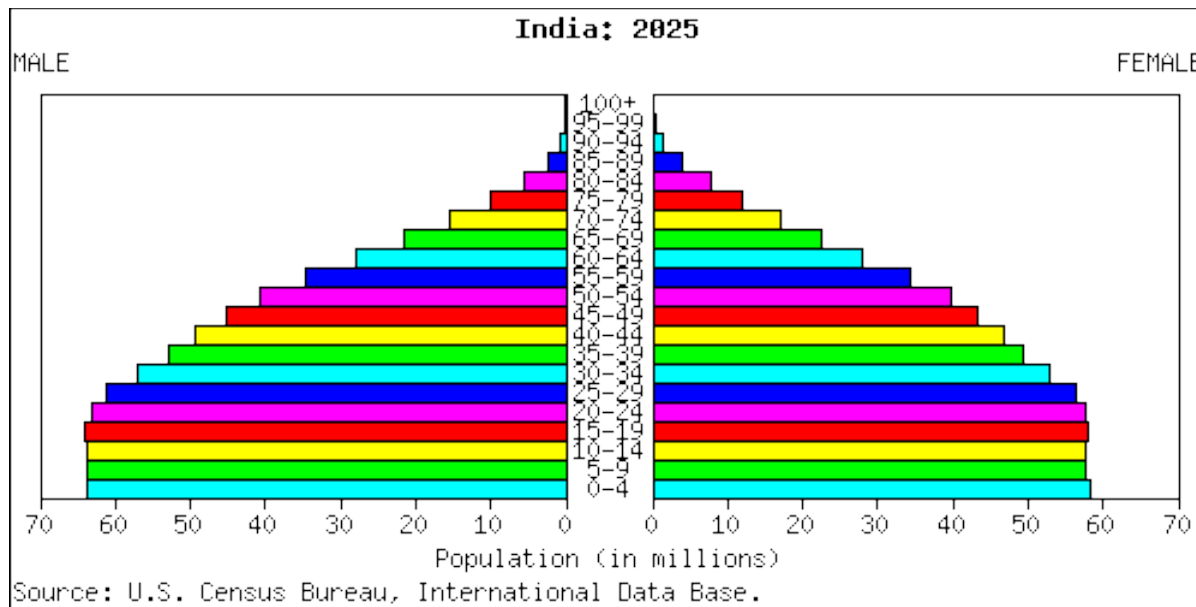












What are the implications of the slide?

- Viewing people as “strategic”
- Talent and capability building a key requirement for future managerial roles
- People management the key differentiator for career growth
- Managing a multi generation and a multi diverse workforce

GENERATIONAL DYNAMICS

Thanks



Employee Generations in the Indian Workplace

A Research Report by the Society for Human Resource Management in India and

Prof. Vasanthi Srinivasan, IIM Bangalore

Co-Authors: *Maria Christine Nirmala & Dedeepya Ajith John*

What is a Generation?

- A generation can be defined as an “identifiable group that shares birth years, age location, and significant life events at critical developmental stages” (Kupperschmidt, 2000, p. 66).

All three definitions equally valid.....

- Chronological age as a generational characteristic (most common)
- Cohorts – using the critical historical events – Baby boomers, millenials (presumes the existence of historical events of great magnitude and significance of these on the individuals)
- Kinship – important since hierarchy does locate in a chronological order

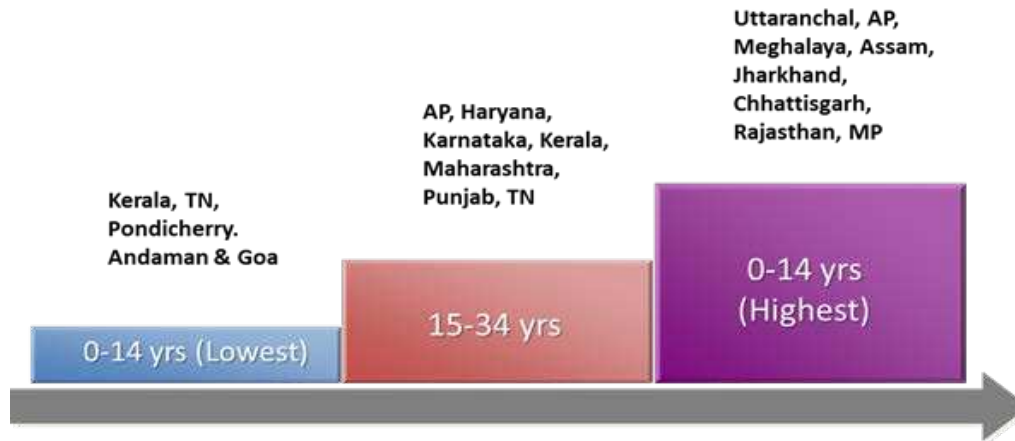
Dominant Western literature has used....

- Age and cohorts to define generations based on birth years...
- Veterans, Baby Boomers, Gen X, Gen Y and millenials is the dominant conceptualization..

We also know that

- Generations are embedded in a social context
- India has plurality of social contexts...
- Cohorts, shared life experiences Vary....

Future Workforce Profile in India (Based on Population Distribution in 2011)



What sets India apart.....

✓ India has the advantage of being one of the “youngest” countries

	Size of 15-59 age group in 2007 (in million)	Size of 15-59 age group in 2050 (in million)	Growth of 15-59 age group (in million)
India	696	1020	324
United States	191	225	34
Japan	76	45	-31
Germany	50	36	-14
United Kingdom	36	36	0
France	37	35	-2
China	895	755	-140

Source: United Nations

- In the year 2006, about 52% of India’s population was below 25 years
- Median age would be 30 years even as late as 2025
- India’s work force (15-59 years) would go up by around 324 million by 2050.

MARKETEERS.... AGREE THAT

Continued....

- “In India, occupation and education shape not just an individual’s earning capacity but also family self image and social status and set the tone and tenor of how they live”. (Bijapurkar, 2007).
- Socio-Economic categories are a predictor of consumer behaviour even today
- Social mobility in the last two decades has been high; though the gap between urban and rural inequality has increased and therefore, this would impact the workforce characteristics.



Findings from the Exploratory Phase

- Socio-demographic variables do seem to impact values; we expect that work values are likely to be impacted even more significantly
- Younger people in general see more generations compared to older people
- There are fundamental issues in understanding of Values as a construct. “ Family security” or “ Social Recognition”. On further analyzing this fact through FGD’s it was observed that, people refer to
 - Family security as
 - Physical / Emotional security (or)
 - Financial security (or)
 - Leading a comfortable life (AND)
 - Social recognition as
 - Public recognition
 - Being accepted within family and colleagues
 - Being a role model for others etc.



Work Values Instrument

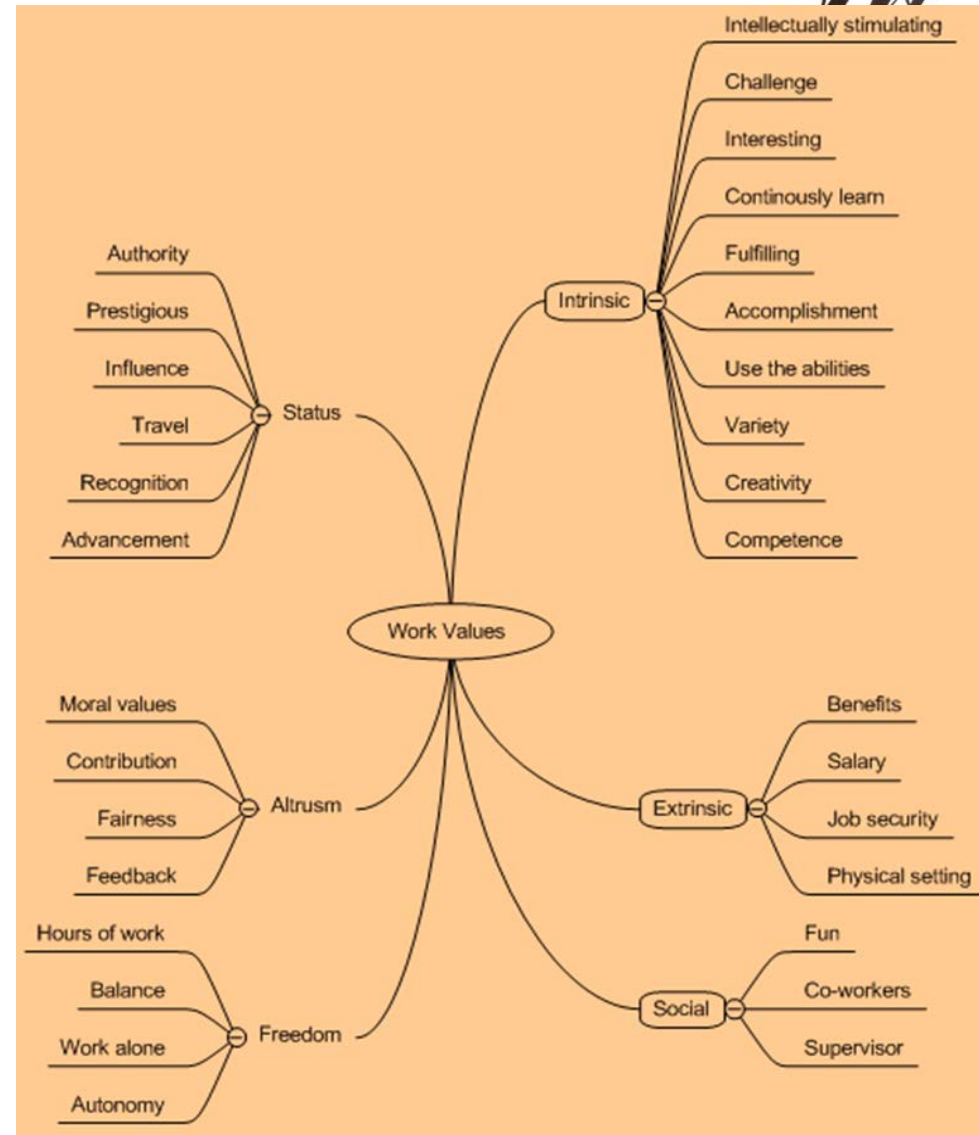
Constructs of the survey:

Review of literature (examined all surveys available)

Total constructs: 6

No. of items: 38

Reliability analysis of the work values survey was performed, across all the six constructs and Cronbach alpha was found to be > 0.7 which is good



Generational archetypes	Silver spoon generation	Gemini Twins generation	Rooted in the past generation
Socio demographic variables	Metro Bred, Nuclear families, Parents in transferable & government jobs, Often supporting earning members in families, and Travelled within India for education or work	First generation entrant in to a metro/city, Parents often working in small businesses or the informal sector, Insular upbringing, Have moved out of hometown to study / work Early years spent in joint families, Strong networks to home town, and Early education in regional language	Largely from small towns, First time entrant in to the workforce , Often single earning member in the family, Parental education often high school , Father agriculturist, Often living alone in the city for work and Lack of opportunity has contributed to their migration
Social characteristics	Articulate, extremely independent, highly individualistic sometimes bordering on over confidence	Emphasis is on acquiring knowledge and skill Not articulate, but influence effectively in small groups Adaptive and flexible to the context Require consultation and peer support caught between tradition and modernity.	High ambition Willingness to follow directions of others Weak social and influence skills Have often faced discrimination and difficulties in early life and hence not confident in voicing ideas
Relationship with others	Do things from scratch even at work place Find it difficult to take orders and also delegate - used to doing things on their own	Willingness to work with and through efforts of others Original ideas and risk taking happens through socialization and good managers	Boss is equivalent to the head of the family Subservience to authority
Decision making	Decision making capacity high, but tolerance for others mistakes very low	Decision making is an effort and often self-doubt plagues after a decision has been made	Have never been consulted before and are not expect to make decisions. Often do not know how to make decisions Once taught, quality of decisions sound, but need extensive training on decision making
Influence	Ability to groom others very low Often see grooming others as a threat to their power Want to be seen as “indispensable”	Very good team players and are able to fit in to different groups Leadership roles have to gradually introduced too	Extensive mentoring and coaching needed Very strong leadership actions needed to demonstrate acceptability of values like feedback, disagreement with a superior and trust



TALENT MANAGEMENT

What can be done?

- Analytics needed from the time of allotment to their joining, stay and promotion
- Performance measurement and potential assessment needing more emphasis.
- Structured people development
- There has to be a generic cadre of talent pool and a specialist cadre of talent pool.

Inclusive and Adaptive leadership and organizations...

Thank You.....

References...

- *Inside Facebook Gold*. (2011). Available online at: <http://gold.insidenetwork.com/facebook/> (Accessed on 04 September, 2011).
- Joshi, A., Dencker, J.C., Franz, G., and Martocchio, J.J. (2010). Unpacking Generational Identities in Organizations. *Academy of Management Review*, 35(3), pp. 392–414.
- Kupperschmidt, B.R. (2000). Multi-Generation Employees: Strategies for effective management. *The Health Care Manager*, 19(1), pp. 65–76.
- Giancola, F. (2006). "The Generation Gap: More Myth than Reality". *Human Resource Planning*, 29 (4), pp. 32–37.
- Bijapurkar, R. (2007). *Winning in the Indian Market: Understanding the transformation of consumer India*. John Wiley & Sons, p. 5.