

Influence Of Employee Perception, Attitude, And Behavior Towards Organizational Change In Commercial Banking Sectors Of Tamil Nadu."

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Abstract:

The Indian banking institute has been long considered as the backbone of economic growth and constancy. However, in recent years the sector has seen fast shifts, owing to technological advancement and shifting client expectations. Tradition banking system has been replaced by creating dynamic and competitive environment .whereas this advancement provide enormous opportunities for potential innovation and progress as well as pose some distinct challenges for those employees who must adjust to the new system. The research paper aims to investigate the multiple behavior of employees experience in the banking industry and also study their perspectives of Organizational culture, attitude towards changing practices in the industry. Considering these aspects the research study the insights on developing a resilient, motivated and flexible workforce for those capable of thriving in a changing work atmosphere. The methodology used in this paper is partially quantitative analysis and the data are collected from commercial banks of Tamil Nadu (India). The result states that employee perception; attitude has greater influence towards organizational changes in private's banks than the public banks.

Keywords: Technology, organizational culture, perception, attitude and commercial banks

JEL Code: M12, M15, G12, O15 and D23

Introduction:

The banking sector in India is radically changing, and this is affecting every facet of the company. It is becoming more competitive, and private sector banks are showcasing their prowess in providing services and providing excellent customer care. The rise of recently permitted private sector banks, some of which have achieved globally competitive standards in terms of technology, services, and complexity, is a noteworthy aspect of India's banking reforms. "Change is the law of life" a famous quote said by John F Kennedy. This profound phrase rings true in today's fast paced organizational climate and where organizational change is an unavoidable reality of modern business, driven by its need to changing market trends , technological breakthrough and increasing customers demand.

Fred Nickols (2012) articulated his comprehensive perspective on change management as the task of managing and planning it in a well defined manner for the carrying the professional activities with a knowledge of models, methods and approaches. The convergence of engineering and psychological approaches of change management and laid the groundwork for Prosci's widely used ADKAR model, which focus on individual change as a pathway to organizational change was emphasized by Jeffery M. Hiatt and Timothy J Creasy (2012) .ADKAR model is unique because of its focus on individual change level and offers practical framework diagnosing and addressing barriers to change. Kurtz Lewis's (1950) three step model of change, provides a simple yet powerful framework for understating the organizational and

individual change and the model consist of 3 stages unfreeze, Change or Transition and Refreeze. These highlight the importance of preparation, action and stabilizing the successful change management. Julian Phillips (1982) model is one of the first to link strategic planning with change management which states that change initiative must align with the an organization's strategic goals and leaders play vital role in driving and sustaining the change.

1.2 Core theory

Employee perception of organizational change is essential to assess the effectiveness of employee attitudes to substantial structural changes like culture, technology or internal process. Communication, leadership and involvement are the critical influencing factors for the successful change management. Organization can develop methods to reduce the resistance and maximize the effectiveness of effort to accomplish the desired goals. The organizational change within the Indian banking sector, which is undergoing rapid transformation, is deeply influenced by organization culture. Positive perception foster cooperation while the negative ones can lead to resistance. Whereas employee attitude towards change ranging from enthusiasm to skepticism, play a critical role in shaping outcomes, positive attitude always support the leadership, involved in decision making with adequate training and motivation and encourages proactive participation of an employees. The Indian banking sector faces unique challenges, such as regulatory updates, digital transformation and large scale mergers, which can create uncertainty among employees. Addressing these challenges requires strategic efforts to align employee perception, attitude and behavior with organizational goals. When managed effectively, this alignment leads to smoother transition, increased employee engagement, improved customer satisfaction and enhanced organization resilience.

1.3 Organizational Climate and Change

The banking sector, characterized by its dynamic and competitive nature, relies heavily on its organizational culture to adapt to continuous changes. Organizational culture, defined by shared values, beliefs and behavior, influences how banks respond to technological advancement, regulatory updates, and customer expectation. A culture that embraces adaptability and innovation is essential for navigating these shifts effectively. Drivers of change in the banking industry include the rapid pace of digital transformation, frequent regulatory updates by bodies such as the Reserve Bank of India (RBI), large scale mergers and evolving customer expectations for personalized technology-driven services. Global competition has further emphasized the need for Indian banks to align with international standards. These changes often challenge traditional banking cultures that prioritize hierarchy, risk aversion and operational efficiency. Indian banks such as HDFC, ICICI and SBI have demonstrated how culture shifts toward digital innovation and financial inclusion can drive success. When culture aligns with change, banks benefit from seamless implementation, enhanced employee morale, improved customer satisfaction and sustained competitiveness. By fostering a culture that values adaptability and innovation, banks can thrive in a rapidly evolving environment and ensure long-term resilience and success.

2. Methodology

2.1 Sources of Data

The prime information collected for this study was well structured questionnaire after analyzing the research gap. The questionnaire was well drafted which ensure its relevancy for the study. The required secondary data used for the study was collected from various e-journals and books.

2.2 Sample Size & Tools Used

The sample size of the research was 120 respondents and the collected data from them has been used to draw effective interpretation which give the data quality and accuracy of the study undertaken.

2.3 Data & model Validation

Table.1.1 Gender of the Employees

S.No	Gender Category	Respondent	Percentage
1	Male	75	63
2	Female	45	37
Total		120	100

Source: Primary Data

It is inferred from the Table 1.1 that 63 percent of employee category is male and 37 percent is female. The gender equality is important, as it suggests a diverse work environment which can influence both the organizational culture with the environmental change.

Table 1.2 Type of Employment

S. No	Type of Employment	Respondent	Percentage
1	Full –Time	361	77
2	Part-Time	57	12
3	Contractual	29	6
4	Temporary	25	5
Total		472	100

Source: Primary Data

The analysis states that the employees working as full-time is 77% higher than the other type of employees in the banking sector

Table 1.3 Organizational change and Culture

S.No	Description	SD	DA	NE	AG	SA	Mean	SD
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1	Good leadership program	1.2	5.1	8.7	9.8	9.8	3.5	1.11
2	opportunity for advancement in technology	0.72	6.01	7	7.5	7.6	3.52	1.17
3	Adaptability to change	1.3	5.9	7.8	8.7	6.9	3.46	1.23

The table shows an investigation of employees' perspectives on organizational culture within the event of a commercial bank's change. This exploration is integral to discerning how the culture initiatives align with the employees' aspirations and perceptions of growth opportunities.

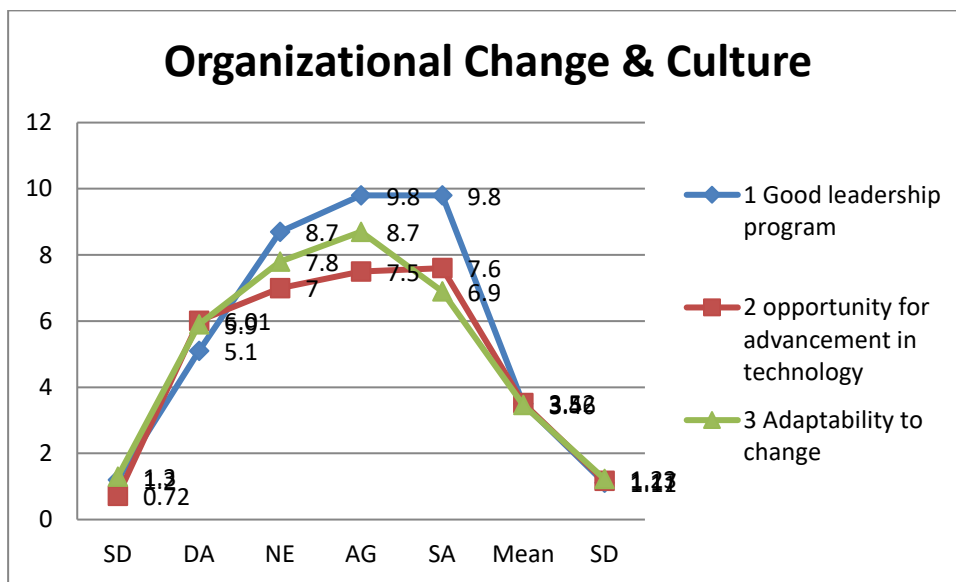


Table 1.4: Gender Vs Organizational Culture Openness Group Statistics

S.No	Description	Gender	N	Mean	Std. Deviation	Std. Error Mean
1	Organizational change helps to give opinion in the team discuss	Male	75	2.63	0.43	0.06
		Female	45	1.52	0.25	0.03
2	The decision-making process within my team or department is transparent.	Male	75	2.58	0.40	0.05
		Female	45	1.46	0.25	0.03

3	There are sufficient initiatives or practices to enhance openness and communication within my team or department.	Male	75	2.50	0.34	0.05
		Female	45	1.48	0.25	0.03

The table 1.4 describes the comparative analysis of perceptions between male and female employees concerning the openness of the organizational culture within a commercial bank. Openness is a component of the organizational change framework.

3. Finding & Suggestion

3.1 Findings

It is inferred from the Table 1.1 that 63 percent of employee category is male and 37 percent is female. The gender equality is important, as it suggests a diverse work environment which can influence both the organizational culture with the environmental change.

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3.2 Future Research Direction

Conduct longitudinal studies to observe the long term effects of organizational change on employee perception, attitude and behavior.

Conduct comparative studies to examine the differences in employee perception, attitude and behavior towards organizational change across different industries and cultures.

Conduct intervention studies to examine the effectiveness of different strategies in improving employee perception, attitude and behavior towards organizational change.

3.3 Conclusion

The research study has explored the complex and multifaceted relationship between employee's perception, attitude and behavior towards organizational change in commercial banks. The findings of this research underscore the critical role that employee's role plays a vital role in determining success or failure of an organizational change initiatives'. By understanding the complex dynamics of employee perception, attitude and behavior towards organizational change, commercial banks can develop effective strategies to manage the change and enhance the organizational performance.

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