

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF COMMENCE
MASTER OF BANKING AND FINANCE PROGRAMME**

**THE EFFECT OF CHANGE MANAGEMENT ON
EMPLOYEE PERFORMANCE IN YOMA BANK**

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PERFORMANCE IN YOMA BANK**

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ABSTRACT

This study emphasized on change management of Yoma bank. The objectives of the study are to identify the factors influencing effectiveness of change management and employee performance and to analyze the effect of change management on employee performance in Yoma Bank. In order to achieve these objectives, both primary data and secondary data were applied in this study. Primary data were collected by structured questionnaire. This research sample size was 126 employees at Head Office and Myanmar Plaza branch of Yoma bank. This study used descriptive research method and regression analysis. Communication, leadership, procedural justice, employee development, tolerance to change are the variables considered for this study. According to the regression result, it had been found that leadership, communication and employee development have positive significant relationship with employee performance. This means that change management promote employee performance, due to effective leadership, communication and employee development.

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LIST OF ABBREVIATION

| | |
|------------|-----------------------------------|
| IFC | International Finance Corporation |
| KPI | Key Performance Indicator |

CHAPTER I

INTRODUCTION

Change management is defined as a move from the current position to the desired position of an individual, team and organization. In a dynamic environment it is very necessary that all organizations adopt change so that they can resist intense competition. Change management is a major challenge for organizations today. Change helps employees improve employee and organization potential so they can survive in this competitive world. In the era of developing and competitive globalization, the organization has a force to differentiate itself from its competitors to cope with the changing environment. For most of them, organizational change has become synonymous with downsizing by cutting expenses and downsizing employees and therefore with trepidation by those who risk being hit.

Employees are an integral part of ensuring the efficiency and effectiveness of an organization. Therefore, if employees perceive that organizational change is not adequately communicated to them, their motivation is likely to be affected and may be counterproductive with respect to the objective of the change process. Performance defined as the degree of accomplishment and achievement of an individual's task. Mostly people are very confused about performance and effort.

Performance is the measurement of the result while effort can be used for contribution and energy. In today's dynamic and competitive economy, organizations require more qualified, dedicated and capable employees to achieve their goals and thrive in the intense competitive environment. By effectively using talented people, organizations can achieve successful results and develop a highly productive workforce. It is vital that banks make full use of both their liquid and non-liquid resources, as well as their workforce. In the banking sector, customer service is vital. In banks, employees take care of customers on a daily basis, so they play an important role in banks' profitability and reputation.

Yoma Bank is one of Myanmar's largest private banks, with over 3000 employees and 80 branches in cities nationwide. Yoma Bank has made significant investments in strategic priorities mainly for people, corporate governance, and technology. Yoma Bank has invested heavily in technology to optimize its nationwide branch network for its efficient remittance services and digital transformation. Yoma bank was the first bank in

Myanmar to implement a computerized accounting system and pioneered wireless banking communications. With more than 80 branches across Myanmar, Yoma Bank strives to become a leading bank in Myanmar.

1.1 Rationale of the Study

Some employees might feel nervous and stress to the changes of the organization as they are more familiar with old organizational environment (Nicolaidis and Katsaros, 2007). The changes may cause a decrease in employee productivity and morale. Subsequently it brings a negative impact on employee performance. Customer service is very important in the banking sector. Employees are confronted with customers on every business day. Therefore, employees play an important role in this sector. If employee performance decreases, this could affect the bank's reputation and profitability.

Uncertainty and fear would might stress employees to change. Employees are concerned about their employment, their benefits and their wealth after the change. They are afraid that organizational change will have a positive or negative impact on their employment and benefits. Therefore, employees may not be motivated to work hard for the organization and their performance will also be affected. Employee motivation is very important to help the banking sector achieve good results, reputation and profitability. Hence, giving employees a good benefit and a reward will make them work hard to complete their task efficiently and effectively.

When an organization has decided to change, employees may feel that they do not belong to the organization if the change process has not involved employees. They may have a feeling that the organization does not believe themselves and that morale and motivation among employees are low. There are some banks, which only make senior management decisions, and don't involve their employees in giving their opinion during the decision-making process. Employees are only following the decision made by top management. As a result, employee performance may be reduced.

The ability of employees to absorb organizational change would be one of the important issues. In order for employees to guarantee their employment in the organization, they must have the ability to adapt to the changing environment. There is not only the need to understand human factors, but also the need to have the ability to manage and guide change effectively and efficiently to maintain or even improve one's performance. Employees must have good communication skills when dealing or communicating with customers, as well as having some ability to compete with other

employees. So it is very important that an employee has multiple skills to secure his or her position in the banking sector.

Better acceptance of the change will lead employees to perform better. It is very important to have good change management to motivate your employees to work hard, provide them with a guideline to complete a task, help employees solve the problems they face, in order to improve the bank's results and profitability. This study seeks to demonstrate change management impact employee's performance to support the continued growth in Yoma Bank.

1.2 Objective of the Study

The main objective of the study are:

1. To identify the factors influencing effectiveness of change management and employee performance
2. To analyze the effect of change management on employee performance in Yoma Bank

1.3 Scope and Method of the Study

This study aim is to judge the effect of change management on employee performance in Yoma Bank. The purpose will find the relationship between five variables, which are communication, leadership, procedure justice, employee development, tolerance to change and finally employee performance. Organizational change factors are supposed to be independent variables and employee performance is taken as dependent variable.

This study focuses on Yoma Bank, which have more than twenty-five years' experience in Myanmar's financial sector. The method used in this study is descriptive method based on Primary data. The Primary data are collected from interviewing with the employees in Yoma Head Office and Myanmar Plaza Branch. Data collection period is from October to November, 2019.

1.4 Organization of the Study

This study composes with 5 chapters. Chapter 1 is the introduction part of the research that provides a rationale, objective, method and organization of the study. Chapter 2 contains of the review of the literature. Chapter 3 consists of identify the factors influencing effectiveness of change management and employee performance.

Chapter 4 consists of analysis the effect of change management on employee performance in Yoma Bank. Finally, chapter 5 includes conclusion with finding and recommendation

CHAPTER II

THEORETICAL BACKGROUND

This chapter presents theoretical background of change management. Thus, this chapter includes meaning and important of change management and employee performance. The specific areas covered here are theoretical background of organization change, the factors influencing effectiveness of change management such as communication, leadership, procedural justice, employee development and tolerance to change, and employee performance and conceptual framework of this study.

2.1 Change Management

Change management is defined as a move from the current position to the desired position of an individual, team and organization. Everything quicker than the day before. Thus, organization have seen change management play an important role mostly in the introduction of new technology. This is referring to the way that digitalization subjects the entire business model of financial service providers to a complete test and how for many people, the reality of day-to-day work has changed forever.

Banks in financial institutions are developing digitization strategies to succeed and be sustainable in the digital age. The scope and level of ambition are as different as the expected delivery time. The desired success depends not only on technical feasibility, but primarily on the employee's readiness to adapt. Effective change management is a key element on the road to the digital age.

Many are afraid that technology will take over the workplace. It is often resistant to change in organization for introducing new technology. People stick to what they are used to so that change can only be successfully achieved by following a targeted and structured process.

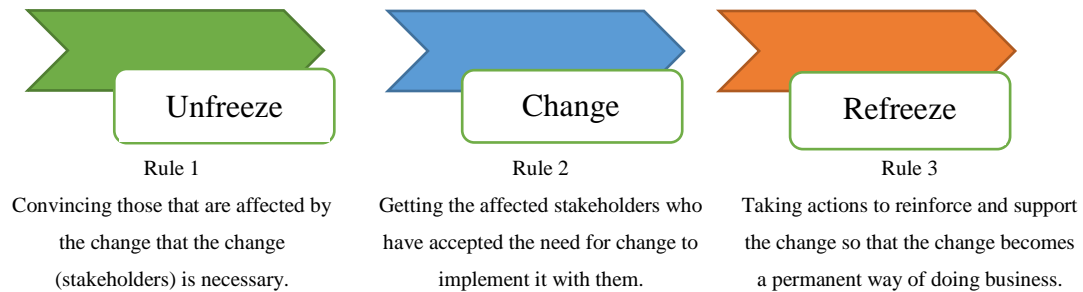
2.2 Models of Change Management

The pioneer models of change management goes back to Kurt Lewin's 3 phase model and John Paul Kotter's current 8 phase model of a modern management agenda belongs to the most well-known process models for sustainably successful change.

(1) Kurt Lewin's 3-Stage Model of Change

Kurt Lewin developed a change model which provides a high-level approach to change. Lewin's change management model is a simple and easy-to-understand framework for managing change as shown in Figure (2.1).

Figure (2.1) Three Phase Model of Change



Source: Lewin, K. (1947)

According to Kurt Lewin's change model, a change model consists of three steps: unfreezing, changing and refreezing. The process of change entails convincing those that affected by the change that the change is necessary, getting the affected stakeholders who have accepted the need for change to implement it with them and taking actions to reinforce and support the change so that the change becomes a permanent way of doing business.

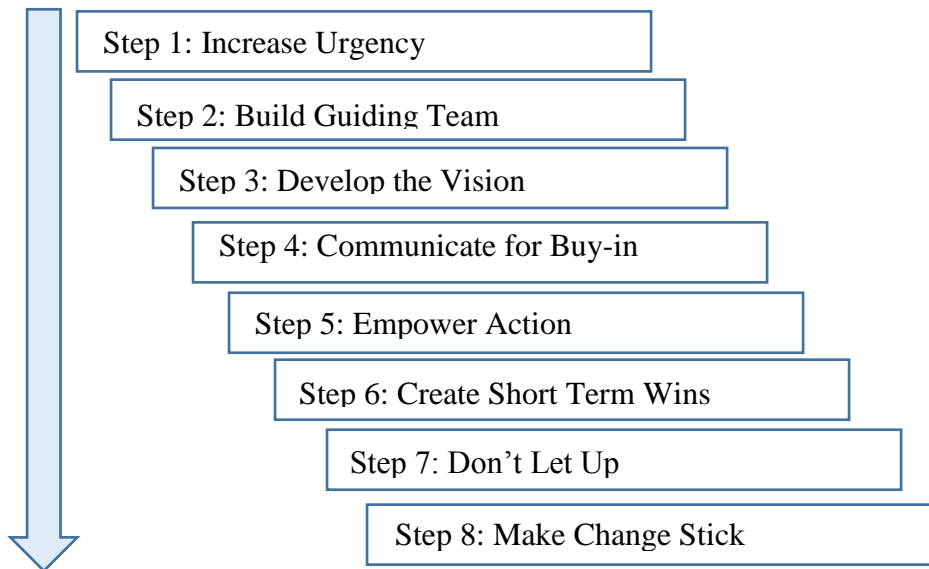
Before a change can be implemented, it have to go through the initial step of unfreezing. Because many people will naturally resist change, the goal during the unfreezing stage is to create an awareness of stakeholders that change is necessary. The changing step, also known as 'transitioning' or 'moving,' is marked by the implementation of the change. While going through this process, employees should be reminded of the reasons for the change and how it will benefit them once fully implemented. The refreezing, the act of reinforcing, stabilizing and solidifying the new state after the change, made to organizational processes, goals, structure, offerings or people are accepted and refrozen as the new norm.

For Lewin, the process of change entails creating the impression that change is needed, then moving to a new, desired level of behavior and finally consolidating this new behavior as a norm.

(1) Kurt Lewin's 3-Stage Model of Change

In 1996, John Kotter who worked as leadership and change management professor at Harvard Business School, introduced his ground-breaking 8-Step Change Model as illustrated in Figure (2.2).

Figure (2.2) 8 Step Process as a Modern Management Agenda



Source: Kotter, John P. (1996)

. According to Kotter's 8-step change model as a modern management agenda, change management comprises eight steps, which are increase urgency, build guiding team, develop the vision, communicate for buy-in, empower action, create short term wins, don't let up and make change stick to create a successful culture within a company.

Increase urgency show stakeholder that change is necessary because there is some underlying crisis. Creating a sense of urgency helps to bring the right people together to build guiding team. Guidance team members must learn to trust and be honest with each other. Developing a vision that can be conveyed in a matter of minutes is going to move people into action much more effectively than detailed analyses ever will. Communication should be simple and to the point and above all understand the mood before conveying the message and addressing employee's anxieties, distrust, or anger. Empower action can help the change move forward. Nothing motivates more than success. Create short-term targets can drive for short term wins. Kotter highlights that

many change projects fail because victory is declared too early. Real change runs deep. It is important to keep looking for improvements to make change stick.

However, despite the process models being well known, the experience shows that decision makers in primary banks are confronted with the fact that digitalization projects are only implemented with difficulty or too slowly and complicated single projects cannot be sufficiently aggregated to the total success. The ongoing change across all business segments and the overlapping of various projects pose new challenges to the known process steps for effective change management and justify corresponding action.

2.3 Influencing Factors of Change Management

Deep organizational change is not an easy process (Burke, 2002); things do not always work as planned. The main key success factors for a better change management are as follow.

- 1) communication,
- 2) leadership,
- 3) procedural justice,
- 4) employee development and
- 5) tolerance to change.

(1) Communication

Communication is defined as transmission or exchange of information, knowledge, or ideas (Osif, 2010). Communication takes many forms such as communication climate, supervisor communication, media quality, horizontal communication, organizational integration, personal feedback, organizational perspective, top management communication, as well as subordinate communication.

Communication is the key for people within and between organizations who provide and disseminate information. Internal communication will be crucial to adapt the employee's attitude to the organizational goal. Communication plays an important role because it will help employees better understand relations with their superiors and will also make superiors happy with their results. This understanding will allow employees to make more informed decisions, and may also modify their behavior to increase their supervisor's satisfaction with their results. Based on the research, when leaders

communicate effectively, the employees will receive the greater levels of satisfaction, especially when there is changes happen in organization (Paul, 2008).

When there is organizational change, effective communication plays an important part. By helping employees better understand change, it creates a more open and diverse workplace. Change management can help ease this tension and create a seamless process. The employees who are very career minded will put extra energy into the change communication which deals with the overall organizational change and making extra commitment to support organizational change effort. Communication is more effective to influence the lower level employees because they are directly related to production of the organization and shows positive linkage between communication and performance.

(2) Leadership

Leadership has a major influence on the employees, managers, and organizations performance. Style of leadership plays an important role in motivating subordinates to achieve the higher goals (Wang et al., 2005). Leadership styles are based on different initiatives that the leaders give to their Human Resource, development and training. Transformational leadership, the ability of a leader to gather employees, encourages and supports them in achieving the goals of the organization. Transformational leaders set higher expectations and inspire followers to become part of larger goals, not only by changing their belief systems, but also by solving problems (Bass, 1985)

The specific challenges that leader faced is include how to raise the salience of collective identity and value in follower's self-concepts by linking the organizational mission to organization members and client's identity and value. The leader can also use the reward and punishment system to motivate the employee to do more than they are expected to accomplish. Employees who perform worse should be motivated by the leader in considering, encouraging, supporting and motivating employees to perform tasks, and by providing a system of conditional rewards they can also increase the level of employee motivation to achieve the goal of the task and increase production from employees.

Thus, the employees are more likely to be satisfied with their supervisor, remain committed to the organization, and display organizational citizenship behaviours. Although early involvement of employees at all levels is important, all successful change management initiatives start at the top, with a committed and well-matched group of managers strongly supported by senior management.

(3) Procedural Justice

According to Vasset (2010) found that procedural justice, distributive justice and interactional justice is three of the perception of organizational justice- Procedural justice has a mechanism for the process of justice. Many researchers also describe organizational or procedural justice about employees' perceptions of their commitment to job distribution methods and how they treat them fairly in terms of job performance. And fairness will give the employee higher incentives on the performance of his or her work.

In addition, procedural justice is an outcome associated with an organization that can be linked to organizational commitment, employee performance and job satisfaction. Therefore, confidence will come and employees will be represented. They are confident when their leaders can guide and assist them in their task endeavours and evaluate them fairly. In addition, the Performance Assessment Program can provide employees with opportunities to do justice to their career performance and to develop fair behavior. The Code of Conduct will work well in teams that have a positive impact on team quality and their performance improvement. In addition, some authors advised that teams that know the superiority of justice would be more properly performed in the process than in teams with low levels of justice.

Sometimes, employees and customer will complaints from treated injustice and unbalanced mostly in service industry such as bank. Hence, in order to increase the loyalty of employees and customers, organizational need to consider in terms of justice theory such as in employees' training towards effective in handling complaint. Furthermore, procedural justice can used to reach the expected outcome in the organization change. For example, new refund policies, number of organizational level will involve in the change process and the time efforts.

In a service industry such as a bank, there will be occasional complaints of unfairness and imbalance between employees and the consumer. Therefore, in order to increase employee and consumer loyalty, organizational needs to consider issues of justice theory, such as effective handling of complaints. In addition, procedural justice can be used to reach the consequences of exchange in organizational change. Employees are satisfied that their leaders can assist and guide them in their work endeavours and can evaluate them fairly. Procedural justice will guide employees in cross-functional teams to positively influence their performance and improve team quality. Teams that follow a process of justice have a higher level of performance than they do a lower level of justice.

(4) Employees Development

The basis trust of the employees' development is the organizations are the human-made units that depend on human capability for the sake of constituting and accomplishing their objectives and that professionals are advocated of person and group, work procedure and organizational trustworthiness (Hassan, 2007). To strengthen the organization's competitive advantage in their market, training promotes employee investment in their employee knowledge and skills. Employee development depends on speculation in human capital. Employees' development systems need to be a long, systematic and purpose-driven process, compatible with current and future work requirements. The goals of the employee development system is to align with each employee's expertise, personal and work development.

However, there are also drawbacks to ineffective employee development. The main problem for the organization is to identify the effectiveness of the training. Encouragement can affect employees' willingness to submit special programs, their willingness to work on the program, and their willingness to employ new skills and information. Therefore, it is difficult to benefit from training if the importance of training stimuli is ignored. Most organizations, such as the banking industry, find that sales training is vital to the performance of sales personnel. Training cost should be Profitable of the training should be more than the cost of training. If organizations do not evaluate training, it is difficult to gauge the benefits of training.

In addition, bank representatives are offered training possibilities and back office employees are particularly diverse with expertise and responsibility. The front office employees are experts in their work. Greater understanding of different types of tasks, broader options. These front office employees do not perform routine tasks as back office employees. Communication training is essential to communicate effectively with customers for front office employee.

When organizations invest in employee development sessions, it will improve the skills of the employees, improve their career development and thereby promote cultural, economic development at the community level.

(5) Tolerance to Change

Tolerance to change is defined as a willingness to accept a state of affairs capable of alternate situations or alternate outcomes, when faced with a complex social issue in which opposed principles are intermingled (Honey, 1988). The way an employee deals with tolerance to change situations, may distorted the outcome of the desired result.

Employees who are highly tolerant of change can maintain productive relationships that are defective in their values, thinking, attitudes or behaviors. Research has shown that employees who are highly tolerant of change will be more creative, flexible and effective in dealing with difficulties. Low tolerance to change is defined as the fear that one will not be able to develop new skills and behaviours that are required in a new work setting.

Therefore, people will have little tolerance for change because they fear they will not be able to develop the new skills and behaviors they are required to do. The Bank's employees will show different degrees of tolerance for innovation and organizational change. This is due to the lack of diffusion capability and lack of investment in internal staff training. By opening this line of communication in the organization, set the standard. Over time, this increases employee confidence in the company and in top management decisions. Finally, people are afraid of the unknown. The existence of a strategy can help alleviate, if not eliminate, this fear. Early implementation of change and maintaining consistency can help create a more adaptable and innovative workplace.

Research suggests that with tolerance for change, those who are creative and capable of change are more likely to take risks and succeed in their organization. Employees who show a high degree of tolerance for change are flexible, creative and very effective in managing very complex situations. If employees are more open to change, they will be more involved in the implementation process. If the employees are committed, the transition can be faster and ultimately save the organization time and resources.

2.4 Employee performance

Most organizations rely on the roles played by each person. Employees who have good responsibility, skills and knowledge will perform tasks to effectively achieve the organization's goals. So, the organization's success is influenced by employee performance. According to Chien (2004), a successful organization need to have employees who are willing to do more than their daily job description and contribute performance that is beyond goal's expectations.

Nowadays, the banking sector is growing rapidly due to the increase in financial results. The nature of the banking sector differs from other industrial organizations; people are more integrated in services. Therefore, high-quality employees will have to predict the organization's success in the future.

To improve the employee performance and effectiveness, the leader should set a clear mission, vision and objectives of the organization. By having the clear mission, vision and objectives, the employees will know what is expected from the organization and what they need to do to achieve the goals. In addition, this will also decrease the conflicts that appear between management and the employees, because they are clear for the policies. The leader should also give recognition in all the things that accomplish by the employees, feel appreciated on what they have done for the organizations, and able to handle the employees in a mutual way.

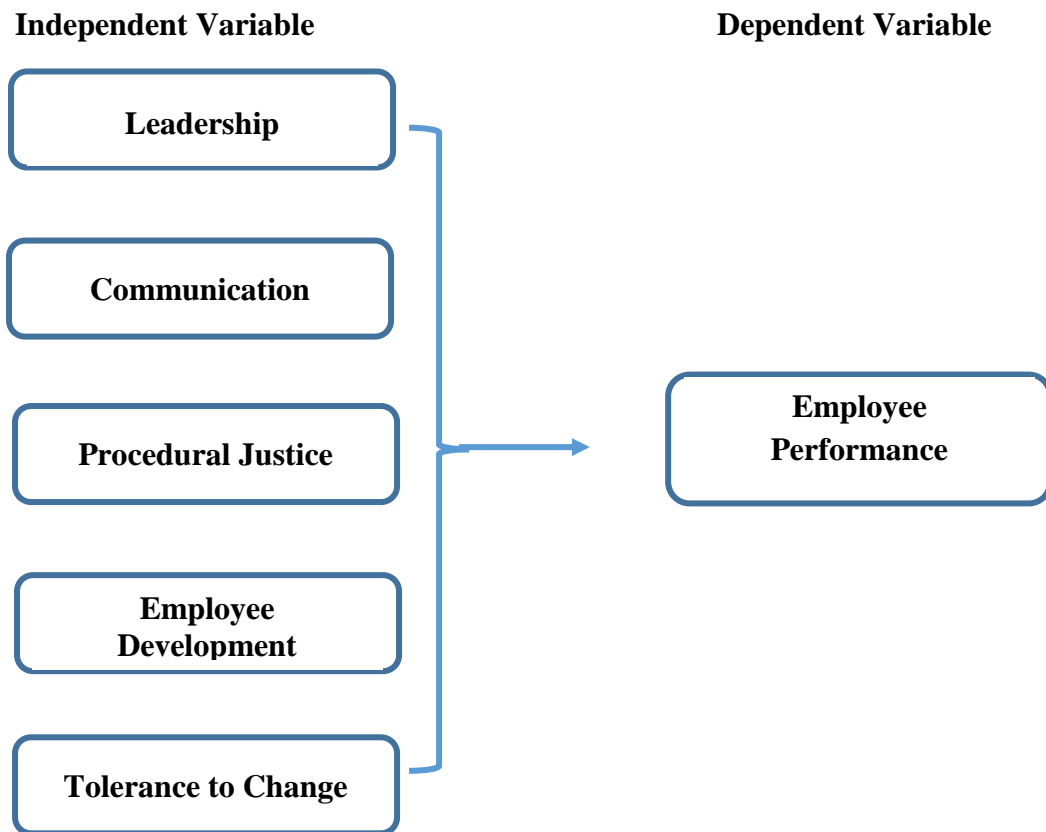
Nowadays, frontline employees also play a key role in changing organizations, because they are people who interact more often with customers. In addition, self-efficiency, competitive qualities, and effort are used to predict frontline employee performance. Meanwhile, self-efficiency can affect employee motivational and emotional responses; therefore, it will increase their confidence and make them more satisfied with their work.

The current market environment for financial service providers has a high density of competitors. Policy makers stress the importance of keeping up with digital change. This quick change will indirectly affect employee performance and cause stressful feelings among employees and managers in relation to the changing environment.

To address these issues, good communication should be implemented about the employee appraisal system to provide employees with a better understanding of their performance. In addition, it is also a great opportunity to warn about the difference between actual and desired performance in terms of organizational goals. Therefore, when performance assessments are done properly, a company can weigh costs compared to the benefits of employee performance. Communication, effective leadership and employee development will overcome the deficiencies of employee performance.

2.5 Conceptual Framework of the Study

Figure (2.3) Conceptual Framework



Source: adapted from Z. Ahmed, Z.U. Rehman , A. Asad *, N. Hussain, A. Bilal (2013)

This conceptual framework serves as a basis for this research. The purpose of this research paper is to find the relationship between five variables, which are leadership, communication, procedural justice, employee development and tolerance to change, and finally employee performance in Yoma Bank. There are five independent variables, which are leadership, communication, procedural justice, employee development, tolerance to change, and one is dependent variable which is employee performance. With the help of this conceptual framework it helps to develop to check the significant relationship between organizational change and employee performance.

CHAPTER III

CHANGE MANAGEMENT PRACTICES OF YOMA BANK

This chapter presents the background history of Yoma Bank. It includes the background of Yoma Bank, organizational structure of Yoma Bank and change management practices in Yoma Bank.

3.1 Background History of Yoma Bank

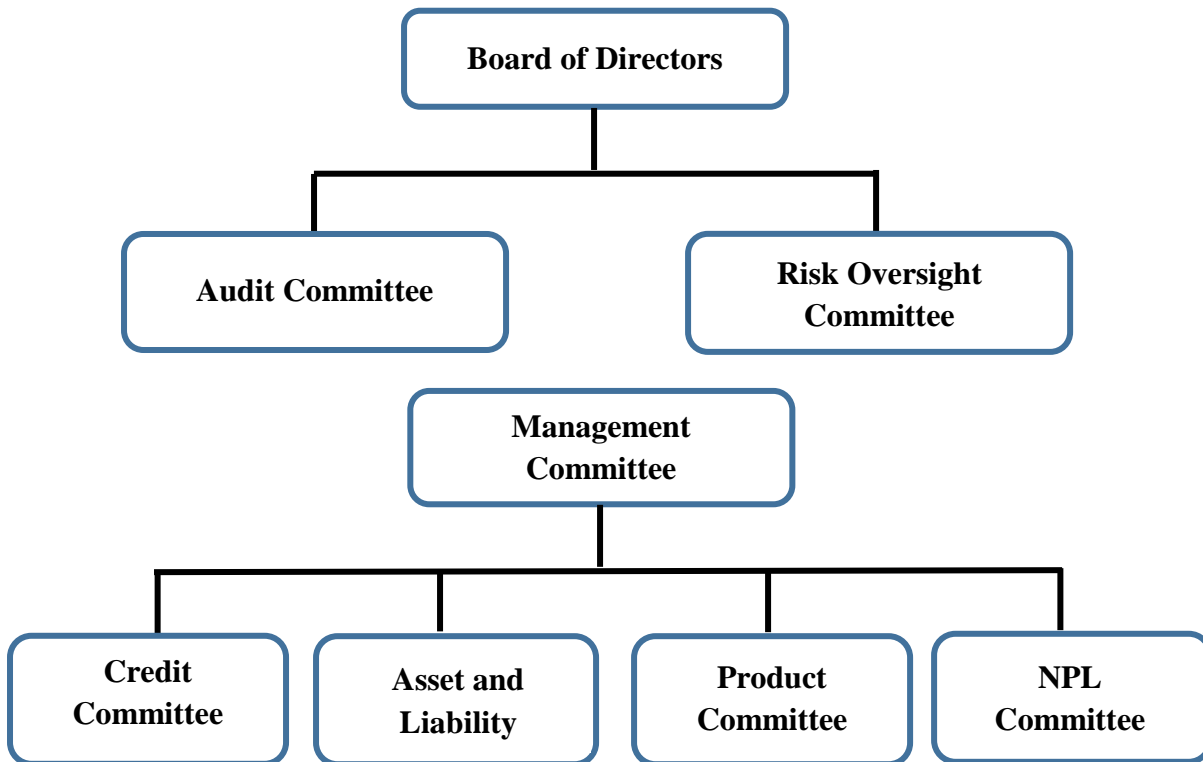
In 1993, entrepreneur U Theim Wai launched the very first branch of Yoma Bank, a new type of financial institution that is to introduce Myanmar's finance industry into the modern world. Yoma Bank Ltd. was established, opening its first branch near Bogyoke Aung San Football Stadium. Within ten years, Yoma Bank had become one of the largest banks in Myanmar. Yoma bank created Myanmar's most efficient remittance service by investing in wireless banking technology and Myanmar's first computerized accounting system which is adhering to international standards of transparency and accountability. Yoma Bank has developed strong global relationships that have made it a leader in the international banking services industry. Today, with the hybrid platform and full range of local and international financial services, Yoma Bank continues to define the next generation of banking in Myanmar.

In 1999, Yoma Bank employs cutting-edge wireless banking technology and adopts Myanmar's first computerized accounting system. In 2001, Yoma Bank opens its 41st branch. Operating in 24 cities, it is now one of Myanmar's largest banks. In 2003, amid a nationwide financial crisis, the Myanmar government imposes strong banking restrictions and begins nationalizing private banks. Although government restricted, Yoma Bank continues to offer reliable and efficient domestic remittances. To this day Yoma Bank's remittance service remains the most trusted in the country.

In 2012, under Myanmar's new democratic government, the restrictions imposed in 2003 are lifted and Yoma Bank regains its full banking license. In 2017, with over 80 branches nationwide, Yoma Bank launches its SMART digital account and new mobile banking App, continuing to lead the way in modern, world-class banking. Yoma Bank has become Myanmar's first commercial lender with a foreign stakeholder following a decision by the IFC to convert a US\$5 million loan into a five percent equity shareholding.

3.2 Board Management Profile of Yoma Bank

Figure (2.1) Board Management Profile of Yoma Bank



Source: Yoma Bank, 2019

3.3 Change Management Practices in Yoma Bank

Change management in bank can be a complicated issue. Major adjustments to the way in which a bank operates or provides its products and services must be carefully managed. There are several different ways to manage change in our workplace. A few key actions to lead the business through a change process are as below.

Planning the change

Before undertaking any changes, an organization must have a clear and valid reason and mission for the modification process plan. Management make sure to be realistic, measurable and achievable. Management start with the end in mind and make plans based on general goals and ensure that all employees are also able to see exactly where an organization is heading during a change process. Solid direction increases the likelihood of employees accepting and accepting changes.

Communicate Effectively

The most important factor for changing anything within a company, large or small, is communicating the change, and its many factors, to key stakeholders within the organization, including employees, shareholders and consumers. There are some rules for communicating change such as:

- Be open and timely: make sure all staff are able to access information from a reliable and valid source.
- Monitor quantity over quality: it is important to ensure that everything that is communicated to staff is substantial and of interest to the public.
- Open communication channels: make sure that all interested parties have various avenues where they can ask questions, express doubts or make recommendations. Make the management team available and present.

Create Small Win and Motivate

We ensure to find a way to connect with every employee and provide motivation for employee to continue working and contributing to the business. Management team set up goal for monthly and make appreciation plan for every achievement.

Be Confident and Manage the Workload

A change process must be extended to the whole organization, so trust the implemented changes and demonstrate trust by offering opportunities to staff. The change can result in an increase in the workload in many organizations, especially if there are changes in technology or business procedures. Change can be a long process, so make sure people are supported - expect delays and shortages as employees learn.

Evaluate for Continual Improvement

Change program are evaluated at every feasible opportunity. Measure KPIs, ask for feedback from staff and make any required revisions to the original plans Evaluation can occur in many different ways, and at many different stages.

CHAPTER IV
ANALYSIS OF THE EFFECT OF CHANGE MANAGEMENT
ON EMPLOYEE PERFORMANCE

The aim of this chapter is to examine and analyze the effect of change management on employee performance in Yoma Bank through quantitative data which are collected through survey questionnaires. The data collection for this study is conducted in October to November, 2019 from employees who are working at Head Office and Myanmar Plaza branch in Yoma Bank. Simple random sampling method was applied in the study. 126 employees completed the survey questionnaires. The analysis is divided into two parts. The first part is the factors influencing effectiveness of change management in Yoma Bank. It covers leadership, communication, procedural justice, employee development and tolerance to change. The second part presents the analysis for second objective that is to analyze the effect of change management on employee performance in Yoma Bank.

4.1 Research Design

To analyze the effect of change management on employee performance, the required data were obtained by using sample survey. Out of 100%, 42% random employees who are working at Head Office and Myanmar Plaza branch in Yoma Bank. Simple random sampling method is used in this study. The questionnaire consists of two main parts: the first part is concerned with demographic factors of employee and the second part is related to the practices influencing effectiveness of change management namely leadership, communication, procedural justice, employee development and tolerance to change and employee performance. All questions in second part are measured by 5-point Likert scales (rang from strongly disagree to strongly agree in 1 to 5 scores).

After developing the structured questionnaires, 150 questionnaires were distributed to the employees. Out of which 126 were fit for study, so the sample size for this research paper is 126. The data gathered from the questionnaires were entered to the SPSS system to conduct descriptive analysis such as mean and inferential analysis such as correlation analysis, regression analysis to determine the research objective.

4.2 Demographic Characteristics of Respondents

This section presents the demographic characteristic of employee. The employees were asked to describe their demographic information, including gender, age, highest level of education, working experience and monthly salary in Yoma Bank.

Gender of Respondents

Table (4.1) describes the number of respondents relating to gender that participated in the survey. Gender is included by male and female.

Table (4.1) Gender of Respondents

| Gender | No. of Respondents | Percentage (%) |
|--------|--------------------|----------------|
| Male | 79 | 62.7 |
| Female | 47 | 37.3 |
| Total | 126 | 100.0 |

Source: Survey Data (2019)

According to Table (4.1), 79 employees were male, accounting for 62.7% of the total employees and 47 employees were female, accounting for 37.3% of the total employees. Therefore, the majority of employees are male employee.

Age of Respondents

Table (4.2) is a description of the number of respondents that are classified according to their ages. There are five groups of age. The first age group is the group of employee that are below 20 years old. The second one is the group of employee that are between 21 to 30 years. The third group of respondents that are between 31 to 40 years. The fourth one is the group of employee that are between 41 to 50 years. The last one includes the people that are above 51 years old.

Table (4.2) Age of Respondents

| Age (in Years) | No. of Respondents | Percentage (%) |
|----------------|--------------------|----------------|
| 21 – 30 | 84 | 66.7 |
| 31 – 40 | 37 | 29.4 |
| 41 – 50 | 5 | 4.0 |
| Total | 126 | 100.0 |

Source: Survey Data (2019)

According to Table (4.2), the largest group is the one that includes the respondents who are between 21 to 30 years and found that 84 of respondents, accounting for 66.7%. The second largest group is the respondents who are between 31 and 40 years, found that 37 of respondents, accounting for 29.4%, and the smallest group is the respondents who are between 41 to 50 years, found that 5 of respondents, accounting for 4.0. There is no respondents who is below 20 years old and above 50 years old.

Education of the Respondents

Education of respondents are classified into four categories namely bachelor degree, master degree, Ph.D and other. The number of respondents by education level is present the following Table (4.3).

Table (4.3) Education of Respondents

| Education | No. of Respondents | Percentage (%) |
|------------------|---------------------------|-----------------------|
| Bachelor Degree | 95 | 75.4 |
| Master Degree | 26 | 20.6 |
| Others | 3 | 2.4 |
| Ph.D | 2 | 1.6 |
| Total | 126 | 100.0 |

Source: Survey Data (2019)

According to Table (4.3), 75.4% is the highest percentage under bachelor degree, the second highest percentage in qualification is master degree which is 20.6%. The third percentage in qualification is other degree holder which is 2.4% and 1.6% is the lowest percentage in Ph.D.

Working Experience of Respondents

Experience of respondents are classified into five categories which are Below 1 year, 1-3 years, 4-6 years, 7-9 years and above 10 years. The number of respondents by working experience is present the following Table (4.3).

Table (4.4) Working Experience of Respondents

| Experience | No. of Respondents | Percentage (%) |
|--------------------|---------------------------|-----------------------|
| Below 1 year | 15 | 11.9 |
| 1-3 years | 66 | 52.4 |
| 4-6 years | 16 | 12.7 |
| 7-9 years | 25 | 19.8 |
| 10 years and above | 4 | 3.2 |
| Total | 126 | 100.0 |

Source: Survey Data (2019)

According to Table (4.4), 52.4% is the highest percentage in experience, under 1-3 years. The lowest percentage in experience is 10 years and above which is 3.2%.

Monthly Salary of Respondents

Monthly salary of respondents are classified into six group. These are 200,000 kyats and below, 200,001 to 500,000 kyats, 500,001 to 1,000,000 kyats, 1,000,001 to 1,500,000 kyats, 1,500,001 to 2,000,000 kyats and then 2,000,001 kyats and above. The survey results for the employee’s monthly salary are shown in Table (4.5).

Table (4.5) Monthly Salary of Respondents

| Salary (Kyat) | No. of Respondents | Percentage (%) |
|------------------------|--------------------|----------------|
| 500,001 to 1,000,000 | 23 | 18.3 |
| 1,000,001 to 1,500,000 | 27 | 21.4 |
| 1,500,001 to 2,000,000 | 50 | 39.7 |
| 2,000,001 and above | 26 | 20.6 |
| Total | 126 | 100.0 |

Source: Survey Data (2019)

Table (4.5) presents the different income level of respondents. Statistic shows that the highest monthly salary of respondents is 1,500,000 to 2,000,000 kyats which is 39.7%. The second highest one is 1,000,001 to 1,500,000 kyats which is 21.4%. The third highest one is 2,000,001 and above which 20.6%. The lowest one is 500,001 to 1,000,000 kyats which is 18.3%.

4.3 Analysis of Change Management in Yoma Bank

This section aims to present the analysis of change management practices on five main practices of this study (leadership, communication, procedural justice, employee development and tolerance to change) based on employee who are working in Head Office and Myanmar Plaza branch of Yoma Bank. The questionnaires for the study are designed according to five-point Likert scale from scale of one to five, where one represents “strongly disagree” and five represents “strongly agree”. The mean values were calculated based on sample 126 employees. This section for descriptive analysis is the mean characteristics for each of the variables. The descriptive results for each measured variables in this study are presented in the following. The interpretation of Likert-scale questions is based on the formulation below:

The width of each level = (Highest score – lowest score) ÷ Number of level
= (5 – 1) ÷ 5 = 0.8

The average of 1.00 – 1.79 means a very low level of agreement. The average of 1.80 – 2.59 means a low level of agreement and 2.60 – 3.39 means moderate level of agreement. The average of 3.40 – 4.19 means a high agreement level and the average of 4.20 – 5.00 means a very high level of agreement. (Guven, n.d.)

(1) Communication

There are five statements used to identify the level of respondent agreement towards the communication. The mean and standard deviation value of all scales under communication are shown in Table (4.6).

Table (4.6) Descriptive Measure for Communication

| No. | Statement | Mean | Std. Dev |
|---------------------------|--|-------------|----------|
| 1 | My manager always updated me on any recent changes in the organization. | 3.35 | .661 |
| 2 | I am free to discuss with my manager about any changes happening in organization. | 3.55 | .835 |
| 3 | My manager pays attentions to what I say | 3.26 | 1.147 |
| 4 | My manager provides relevant and practical reasons for any changes required in the organization. | 3.31 | .586 |
| 5 | I believe that effective communication helps improve my work performance. | 3.81 | .969 |
| Overall Mean Value | | 3.46 | |

Source: Survey Results 2019

According to the results in Table (4.6), it is found that the highest mean value is 3.81 on “I believe that effective communication helps improve my work performance” and the second highest mean value is 3.55 on “I am free to discuss with my manager about any changes happening in organization”. The smallest mean value is 3.26 on “My manager pays attentions to what I say” and the second smallest mean value is 3.31 on “My manager provides relevant and practical reasons for any changes required in the organization”. Overall mean score is 3.46 and represents a high agreement level for positive linkage between communication and employee performance.

(2) Leadership

There are five statements used to identify the level of respondent agreement towards the leadership. The mean and standard deviation value of all scales under communication are shown in Table (4.7).

Table (4.7) Descriptive Measure for Leadership

| No. | Statement | Mean | Std. Dev |
|---------------------------|--|-------------|----------|
| 1 | My manager always sets a challenging goal for the organization based on current objectives. | 3.80 | .566 |
| 2 | My manager provides precise instructions to me about the work to be done. | 3.77 | .582 |
| 3 | I am encouraged to work out my jobs or tasks creatively. | 3.52 | .953 |
| 4 | I am motivated by my manager to accomplish my work in solving work-related problems. | 3.84 | .709 |
| 5 | My manager always provides supportive guidance and assistance to increase my work performance. | 3.84 | .709 |
| Overall Mean Value | | 3.75 | |

Source: Survey Results 2019

Based on the results in Table (4.7), it is found that the highest mean value is 3.84 on “I am motivated by my manager to accomplish my work in solving work-related problems” and “My manager always provides supportive guidance and assistance to increase my work performance”. The smallest mean value is 3.52 on “I am encouraged to work out my jobs or tasks creatively”. Overall mean score as per result is 3.75 showing that the respondents feel that communication is important for effective leadership and better workplace.

(3) Procedural Justice

There are five statements used to identify the level of respondent agreement towards the procedural justice. The mean and standard deviation value of all scales under communication are shown in Table (4.8).

Table (4.8) Descriptive Measure for Procedural Justice

| No. | Statement | Mean | Std. Dev |
|---------------------------|---|-------------|-----------------|
| 1 | My manager makes job decisions in an unbiased manner in line with organizational changes. | 3.66 | .476 |
| 2 | My company uses fair procedures for rating employee performance. | 3.84 | .543 |
| 3 | My manager ensures that all employees concern is heard before making changes in the organization. | 3.58 | .496 |
| 4 | To make organizational changes, my manager collects accurate and complete information. | 3.33 | .470 |
| 5 | My manager clarifies decisions and provides information to help increase my work performances. | 3.74 | .596 |
| Overall Mean Value | | 3.63 | |

Source: Survey Results 2019

Based on the results in Table (4.8), it is found that the highest mean value is 3.84 for “My company uses fair procedures for rating employee performance” and the second highest mean value is 3.74 for “My manager clarifies decisions and provides information to help increase my work performances”. The smallest mean value is 3.33 for “To make organizational changes, my manager collects accurate and complete information” and the second smallest mean value is 3.58 for “My manager ensures that all employees concern is heard before making changes in the organization”. The overall mean value for procedural justice is 3.63 and it showed that employee trusts their leaders for guiding and assisting them in their task endeavours and evaluating them fairly.

(4)Employee Development

There are five statements used to identify the level of respondent agreement towards the employee development. The mean and standard deviation value of all scales under communication are shown in Table (4.9).

Table (4.9) Descriptive Measure for Employee Development

| No. | Statement | Mean | Std. Dev |
|------------|--|-------------|-----------------|
| 1 | My company provides employee training for staffing development. | 3.12 | .560 |
| 2 | There are several employee training programs offered by my company where new knowledge can be successfully disseminated. | 3.46 | .561 |

| | | | |
|---------------------------|---|-------------|------|
| 3 | Employees are encouraged to take educational programs in order to acquired new knowledge. | 3.13 | .343 |
| 4 | My company is frequently evaluating the outcome of the employee training programs. | 3.52 | .502 |
| 5 | My company emphasizes long-term staff development through employee training. | 3.26 | .441 |
| Overall Mean Value | | 3.30 | |

Source: Survey Results 2019

According to the results in Table (4.9), the highest mean value is 3.52 for “My company is frequently evaluating the outcome of the employee training programs” and the second highest mean is 3.46 for “There are several employee training programs offered by my company where new knowledge can be successfully disseminated”. The smallest mean value is 3.12 for “My company provides employee training for staffing development” and it showed that there is still room to improve training program for employee. The second smallest mean value is 3.13 for “Employees are encouraged to take educational programs in order to acquired new knowledge”. Overall mean score is 3.30 and represents a moderate agreement level for employee development.

(5)Tolerance to Change

There are five statements used to identify the level of respondent agreement towards the tolerance to change. The mean and standard deviation value of all scales under communication are shown in Table (4.10).

Table (4.10) Descriptive Measure for Tolerance to Change

| No. | Statement | Mean | Std. Dev |
|---------------------------|--|-------------|----------|
| 1 | I am willing to learn new skills within a short period. | 3.83 | .716 |
| 2 | When there is a change in organization, I can adapt to the changing situation in short time. | 3.37 | .629 |
| 3 | I can readily change my work habits as demanded by any changes in the working environment. | 3.63 | .486 |
| 4 | My flexibility to change attitude helps to improve my work performance. | 3.83 | .594 |
| 5 | The changes in organization will bring good impact to my work performances. | 4.06 | .783 |
| Overall Mean Value | | 3.74 | |

Source: Survey Results 2019

According to the results in Table (4.10), the mean value for each statement is higher than 3 and so it could be assumed that employee has a moderate level of tolerance to change in Yoma bank. It is also found that the highest mean value is 4.06 for “The changes in organization will bring good impact to my work performances”. The second highest mean value is 3.83 for “My flexibility to change attitude helps to improve my work performance” and “I am willing to learn new skills within a short period”. Also found that the smallest mean value is 3.37 at “When there is a change in organization, I can adapt to the changing situation in short time”. The overall mean value is 3.74 and it showed that employee in Yoma Bank are mostly open minded and have positive thinking for changes in organization.

(6) Employee Performance

There are five statements used to identify the level of respondent agreement towards the employee performance in Yoma Bank. The mean and standard deviation value of all scales under employee performance are shown in Table (4.11).

Table (4.11) Descriptive Measure for Employee Performance

| No. | Statement | Mean | Std. Dev |
|---------------------------|---|-------------|----------|
| 1 | The organizational changes are one of the challenges to me. | 3.98 | .834 |
| 2 | There is a promotional opportunities for me when there are changes in my organization. | 4.06 | .783 |
| 3 | I need to adapt to organizational changes to improve my performance. | 3.90 | .962 |
| 4 | Any changes implemented in my organization will affect my motivation and work performance. | 4.13 | .823 |
| 5 | The outcome of organizational changes will reflect the overall employee’s work performance. | 4.06 | .526 |
| Overall Mean Value | | 4.03 | |

Source: Survey Results 2019

According to the results in Table (4.11), the highest means value is 4.13 on “Any changes implemented in my organization will affect my motivation and work performance”. The second highest mean value is 4.06 on “There is a promotional opportunities for me when there are changes in my organization” and “The outcome of organizational changes will reflect the overall employee’s work performance”. The

smallest mean value is “I need to adapt to organizational changes to improve my performance” and the second smallest mean value is “The organizational changes are one of the challenges to me”. The overall mean value for the employee performance is 4.03. According to the overall mean value, it is found out that employee performance was well existing in Yoma bank.

4.4 Relationship between Change Management Practices and Employee Performance

In studying relationship between change management and employee performance of Yoma Bank, correlation coefficient is computed and tested the significance of the relationship before determining the effect of change management on employee performance of regression. Correlation is a measure of relationship between two variables. The correlation coefficient gives value (-1 to 1) for measuring direction and the strength of the linear relationship between two variables. Correlations of all variables used in this study are shown in following Table (4.12).

Table (4.12) Correlation Coefficient between Change Management Practices and Employee Performance

| Change Management Practices | | Employee Performance |
|-----------------------------|---------------------|----------------------|
| Communication | Pearson Correlation | .030 |
| | Sig. (2-tailed) | .368 |
| Leadership | Pearson Correlation | .596** |
| | Sig. (2-tailed) | .000 |
| Procedural Justice | Pearson Correlation | .603** |
| | Sig. (2-tailed) | .000 |
| Employee Development | Pearson Correlation | .462** |
| | Sig. (2-tailed) | .000 |
| Tolerance to Change | Pearson Correlation | .701** |
| | Sig. (2-tailed) | .000 |

Source: Survey Results, 2019

** . Correlation is significant at the 0.01 level (2-tailed).

According to the Table (4.12), the correlation coefficient between communication and employee performance is 0.030 at significant 1% level. This shows that there is positively and weakly relationship between communication and employee performance. The correlation coefficient between leadership and employee performance is 0.596 at significant 1% level. This shows that there is positively and moderate relationship between leadership and employee performance. The correlation coefficient between procedural justice and employee performance is 0.603 at significant 1% level. This shows that there is positively and moderate correlated between procedural justice and employee performance. The correlation coefficient between employee development and employee performance is 0.462 at significant 1% level. This shows that there is positively and moderate relationship between employee development and employee performance. The correlation coefficient between tolerance to change and employee performance is 0.701 at significant 1% level. This shows that there is positively and strongly relationship between tolerance to change and employee performance.

4.5 Effect of Change Management on Employee Performance

If the value of the correlation coefficient is significant, the next step is to determine the effect of change management on employee performance in Yoma Bank by using regression equation. In this section, the outcomes of analyzing for the objectives two are presented. This section includes the discussion of outcomes, including regression equations as well as estimates of variation of outcomes, and a full reporting of the linear regression outcomes from the statistical analysis.

This was analyzed using multiple linear-regression, which determines the variation of the dependent variable based on the independent variable. For this model, the dependent variable is employee performance and the independent variable is change management practices. The results are described in Table (4.13).

**Table (4.13) Regression Result of Change Management on Employee Performance
in Yoma Bank**

| Change Management Practices | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|--|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 6.257 | 1.047 | | 5.978 | .000 |
| Communication | .783 | .077 | .888 | 10.109 | .000 |
| Leadership | 2.025 | .363 | 1.976 | 5.581 | .000 |
| Procedural Justice | .284 | .220 | .161 | 1.289 | .200 |
| Employee Development | 2.257 | .387 | .867 | 5.831 | .000 |
| Tolerance to Change | .192 | .254 | .146 | .756 | .451 |
| N = 126 Adj R² = .735 F = 70.430** (p-value = 0.000) | | | | | |

Source: Survey Results, 2019

For this purpose, the multiple regression analysis is conducted and the results are reported in Table (4.13). The result show that the all coefficients in the model namely communication, leadership, procedural justice, employee development and tolerance to change are significant at 1% level, which is indicated by the value of F-statistic with 70.430. Since the value of adjusted coefficient of multiple determination is .735, it revealed that 73.5% of the variation of change in employee performance is explained by five practices of change management.

All of the five independent variables in the model are statistically significant at 1% level. The magnitude of each coefficient indicates the amount how much the score of the dependent variable will change if the score of an independent variable increases by 1 unit while other things remain unchanged.

That is, if the practice of communication is increase one unit, the employee performance in Yoma bank will increase .783 scores other variable remains unchanged. In the other words, when communication is increasing, employee performance will increased simultaneously. If the practice of leadership is increase one unit, the employee performance in Yoma bank will increase 2.025 scores other variable remains unchanged. Whereby, when increasing in communication will lead to increase in employee performance. If the practice of procedural justice is increase one unit, the employee performance in Yoma bank will increase .284 scores other variable remains unchanged. Thus, the increasing in procedural justice will lead to increase in employee performance

If the practice of employee development is increase one unit, the employee performance in Yoma bank will increase 2.257 scores other variable remains unchanged. Thus, when increasing in employee development will lead to increase in employee performance. If the practice of tolerance to change is increase one unit, the employee performance in Yoma bank will increase .192 scores other variable remains unchanged. Whereby, the increasing in tolerance to change will lead to increase in employee performance.

The standardized coefficient for leadership is 1.976. Therefore, among the five change management practices, leadership is key determinant of employee performance.

CHAPTER V

CONCLUSION

This study finds out the effect of change management on employee performance in Yoma bank. This chapter consists of two main parts. The first part presents finding second part describes suggestions and recommendations for further study based on survey results.

5.1 Findings

This study explored on the relationship of employee performance in Yoma bank and several factors such leadership, communication, procedural justice, employee development and tolerance to change. The results of the survey show the most influence factor that effect of change management on employee performance in Yoma Bank is leadership. Leadership play an important role in motivating and influencing employees to achieve organizational goals, and they are the direct people who understand employee needs.

The second influence factor is communication. Through communication, employees can exchange information, knowledge or ideas. In order to minimize the employee negative reactions when changes happen, communication is very important in an organization. Besides, employee development is the third influential factor as it is also influence the employee's performance in banking industry. Employee development can look forward to establish reassurance, trust in administration and improve employability. Through the positive outcome, this investment on employee development raises employee ability for the employees themselves. The least significant factor between the employee performances in Yoma bank is procedural justice and tolerance to change.

In consequence, with the understanding of all factors that affect employee performance, it can help organization to improve employee performance. Thus, organization will be able to discover employee needs and wants and know what exactly the right ways to improve their performance. In conclusion, change management will be able to improve the overall performance and become more efficiently and effectively in Yoma bank.

5.2 Suggestions

This study explored on the relationship of employee performance in Yoma bank and several factors such leadership, communication, procedural justice, employee development and tolerance to change. In fact, there are more factors that impacts of organizational change towards employee performance in banking industry. Therefore, a deeply study and investigation can be carried out for the research study when all the related factors are identified and explore more understanding in employee performance. As the world changes over time, changes must be studied accordingly to suit different situations. Therefore, new factors will be identified in the future that will impact of organizational change towards employee performance.

5.3 Needs for Further Study

Similar research could be performed using multiple case studies by including different business units, companies and organizations. Increasing the sample size that will increase the validity of research result. Hence, bigger sample size for further study is highly recommended.

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Appendix-A

Regression

Descriptive Statistics

| | Mean | Std. Deviation | N |
|----------------------|--------|----------------|-----|
| Employee Performance | 4.0238 | .65415 | 126 |
| Communication | 3.4556 | .74173 | 126 |
| Leadership | 3.7556 | .63844 | 126 |
| Procedural Justice | 3.6286 | .37156 | 126 |
| Employee Development | 3.2984 | .25139 | 126 |
| Tolerance to Change | 3.7413 | .49514 | 126 |

Correlations

| | | Employee Performance | Communication | Leadership |
|---------------------|----------------------|-------------------------|---------------|------------|
| Pearson Correlation | Employee Performance | 1.000 | .030 | .596 |
| | Communication | .030 | 1.000 | .690 |
| | Leadership | .596 | .690 | 1.000 |
| | Procedural Justice | .603 | .598 | .928 |
| | Employee Development | .462 | .535 | .901 |
| | Tolerance to Change | .701 | .533 | .934 |
| Sig. (1-tailed) | Employee Performance | . | .368 | .000 |
| | Communication | .368 | . | .000 |
| | Leadership | .000 | .000 | . |
| | Procedural Justice | .000 | .000 | .000 |
| | Employee Development | .000 | .000 | .000 |
| | Tolerance to Change | .000 | .000 | .000 |
| N | Employee Performance | 126 | 126 | 126 |
| | Communication | 126 | 126 | 126 |
| | Leadership | 126 | 126 | 126 |
| | Procedural Justice | 126 | 126 | 126 |
| | Employee Development | 126 | 126 | 126 |
| | Tolerance to Change | 126 | 126 | 126 |

Correlations

| | | Procedural Justice | Employee Development | Tolerance to Change |
|---------------------|----------------------|-----------------------|-------------------------|------------------------|
| Pearson Correlation | Employee Performance | .603 | .462 | .701 |
| | Communication | .598 | .535 | .533 |
| | Leadership | .928 | .901 | .934 |
| | Procedural Justice | 1.000 | .847 | .875 |
| | Employee Development | .847 | 1.000 | .769 |
| | Tolerance to Change | .875 | .769 | 1.000 |
| Sig. (1-tailed) | Employee Performance | .000 | .000 | .000 |
| | Communication | .000 | .000 | .000 |
| | Leadership | .000 | .000 | .000 |
| | Procedural Justice | . | .000 | .000 |
| | Employee Development | .000 | . | .000 |
| | Tolerance to Change | .000 | .000 | . |
| N | Employee Performance | 126 | 126 | 126 |
| | Communication | 126 | 126 | 126 |
| | Leadership | 126 | 126 | 126 |
| | Procedural Justice | 126 | 126 | 126 |
| | Employee Development | 126 | 126 | 126 |
| | Tolerance to Change | 126 | 126 | 126 |

Variables Entered/Removed^a

| Model | Variables Entered | Variables Removed | Method |
|-------|--|----------------------|--------|
| 1 | Tolerance to Change, Communication, Employee Development, Procedural Justice, Leadership ^b | . | Enter |

a. Dependent Variable: Employee Performance

b. All requested variables entered.

Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|----------------------|-------------------------------|---------------|
| 1 | .864 ^a | .746 | .735 | .33658 | 1.373 |

- a. Predictors: (Constant), Tolerance to Change, Communication, Employee Development, Procedural Justice, Leadership
 b. Dependent Variable: Employee Performance

| Model | | Sum of Squares | | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 39.894 | | 7.979 | 70.430 | .000 ^b |
| | Residual | 13.594 | 120 | .113 | | |
| | Total | 53.489 | 125 | | | |

- a. Dependent Variable: Employee Performance
 b. Predictors: (Constant), Tolerance to Change, Communication, Employee Development, Procedural Justice, Leadership

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t |
|-------|----------------------|-----------------------------|------------|---------------------------|--------|
| | | B | Std. Error | Beta | |
| 1 | (Constant) | 6.257 | 1.047 | | 5.978 |
| | Communication | .783 | .077 | .888 | 10.109 |
| | Leadership | 2.025 | .363 | 1.976 | 5.581 |
| | Procedural Justice | .284 | .220 | .161 | 1.289 |
| | Employee Development | 2.257 | .387 | .867 | 5.831 |
| | Tolerance to Change | .192 | .254 | .146 | .756 |

Coefficients^a

| Model | | Sig. | Collinearity Statistics | |
|-------|----------------------|------|-------------------------|--------|
| | | | Tolerance | VIF |
| 1 | (Constant) | .000 | | |
| | Communication | .000 | .275 | 3.640 |
| | Leadership | .000 | .017 | 59.197 |
| | Procedural Justice | .200 | .135 | 7.400 |
| | Employee Development | .000 | .096 | 10.445 |
| | Tolerance to Change | .451 | .057 | 17.510 |

- a. Dependent Variable: Employee Performance

Collinearity Diagnostics^a

| Model | Dimension | Eigenvalue | Condition Index | Variance Proportions | | |
|-------|-----------|------------|-----------------|----------------------|---------------|------------|
| | | | | (Constant) | Communication | Leadership |
| 1 | 1 | 5.957 | 1.000 | .00 | .00 | .00 |

| | | | | | |
|---|------|---------|-----|-----|-----|
| 2 | .027 | 14.915 | .01 | .29 | .00 |
| 3 | .013 | 21.355 | .02 | .16 | .01 |
| 4 | .002 | 54.305 | .03 | .03 | .02 |
| 5 | .001 | 72.522 | .01 | .00 | .02 |
| 6 | .000 | 181.015 | .94 | .52 | .95 |

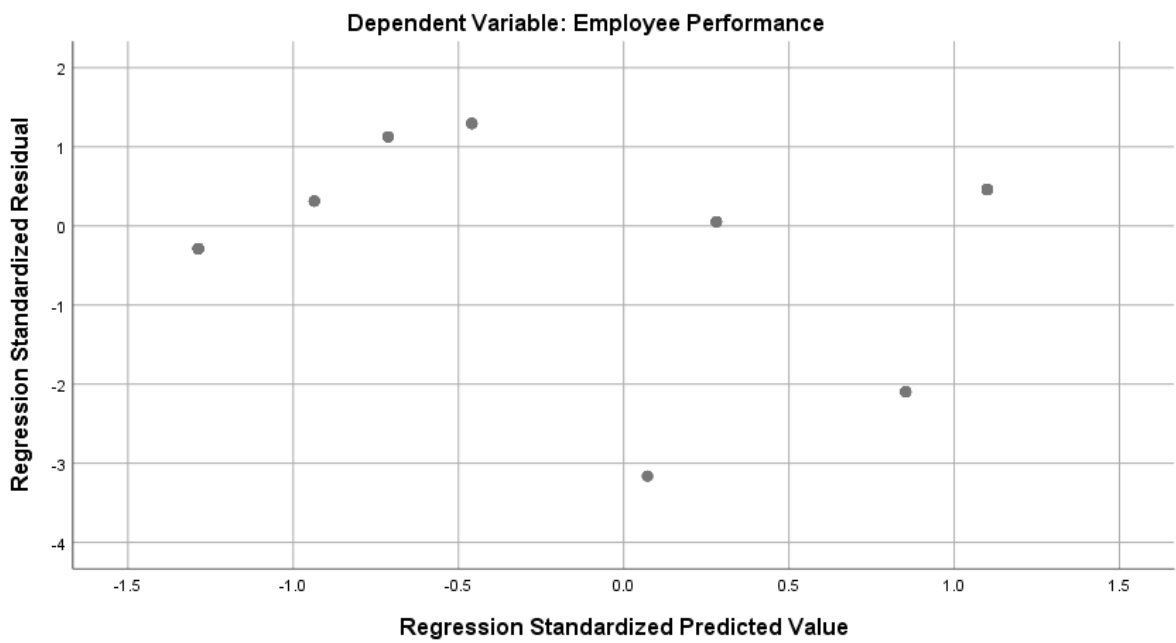
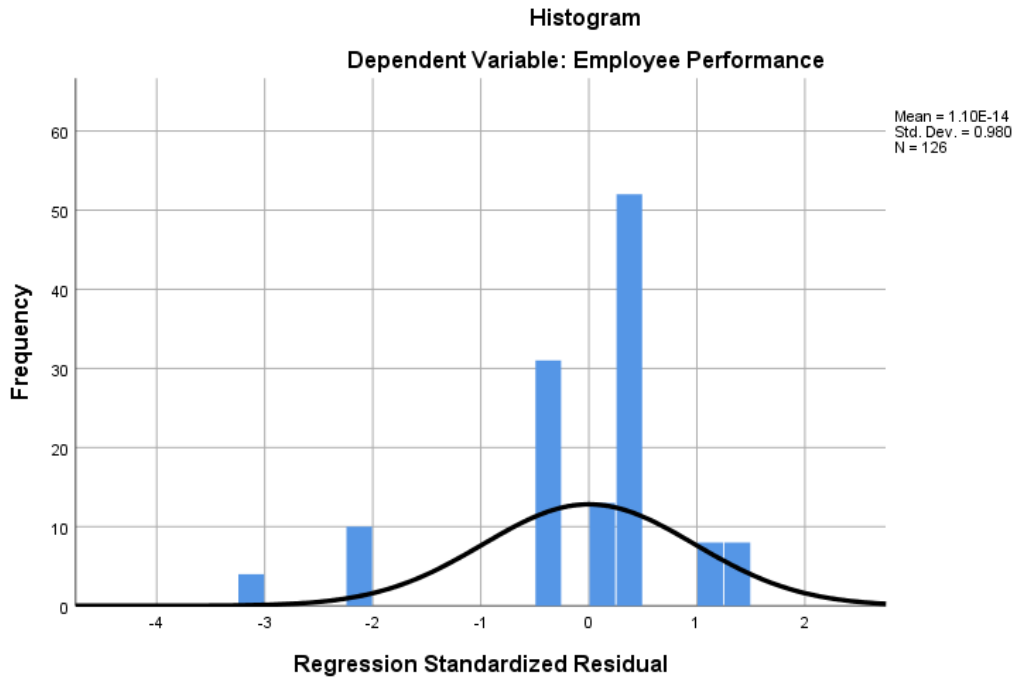
| Collir | | | ostics ^a | | |
|--------|-----------|--------|----------------------|---------------------|-----|
| Model | Dimension | Proced | Variance Proportions | | |
| | | | Employee Development | Tolerance to Change | |
| 1 | 1 | | .00 | .00 | .00 |
| | 2 | | .00 | .00 | .00 |
| | 3 | | .00 | .00 | .01 |
| | 4 | | .03 | .09 | .24 |
| | 5 | | .93 | .08 | .02 |
| | 6 | | .04 | .83 | .73 |

a. Dependent Variable: Employee Performance

| Residuals Statistics ^a | | | | | |
|-----------------------------------|----------|---------|--------|----------------|-----|
| | Minimum | Maximum | Mean | Std. Deviation | N |
| Predicted Value | 3.2966 | 4.6450 | 4.0238 | .56494 | 126 |
| Residual | -1.06446 | .43572 | .00000 | .32978 | 126 |
| Std. Predicted Value | -1.287 | 1.100 | .000 | 1.000 | 126 |
| Std. Residual | -3.163 | 1.295 | .000 | .980 | 126 |

a. Dependent Variable: Employee Performance

Charts



Appendix-B

Survey Questionnaire

This is an academic survey to study the effect of change management in employee's performance in Yoma Bank. Your response would be a great help for my research for the completion of the Master degree. I deeply appreciate your kind cooperation.

Section A: Demographic Profile

1. Gender:

- Male
- Female

2. Age:

- 20 years old and below
- 21- 30 years old
- 31-40 years old
- 41-50 years old
- 51 years old and above

3. Education

- Bachelor Degree
- Post Graduate
- Master Degree
- PHD
- Others

4. How long have you been working in banking industry?

- Below 1 year
- 1-3 years

- 4-6 years
- 7-9 years
- 10 years and above

5. Monthly Salary

- 200,000 kyats and below
- 200,001 to 500,000 kyats
- 500,001 to 1,000,000 kyats
- 1,000,001 to 1,500,000 kyats
- 1,500,001 to 2,000,000 kyats
- 2,000,001 kyats and above

Section B:

To what degree would you rate the following statements? Please use 5 Likert scale [(1) = Strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree.

Communication

| No | Questions | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|----|--|-------------------|----------|---------|-------|----------------|
| 1 | My manager always updated me on any recent changes in the organization. | 1 | 2 | 3 | 4 | 5 |
| 2 | I am free to discuss with my manager about any changes happening in organization. | 1 | 2 | 3 | 4 | 5 |
| 3 | My manager pays attentions to what I say | 1 | 2 | 3 | 4 | 5 |
| 4 | My manager provides relevant and practical reasons for any changes required in the organization. | 1 | 2 | 3 | 4 | 5 |
| 5 | I believe that effective communication helps improve my work performance. | 1 | 2 | 3 | 4 | 5 |

Leadership

| No | Questions | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|----|--|-------------------|----------|---------|-------|----------------|
| 1 | My manager always sets a challenging goal for the organization based on current objectives. | 1 | 2 | 3 | 4 | 5 |
| 2 | My manager provides precise instructions to me about the work to be done. | 1 | 2 | 3 | 4 | 5 |
| 3 | I am encouraged to work out my jobs or tasks creatively. | 1 | 2 | 3 | 4 | 5 |
| 4 | I am motivated by my manager to accomplish my work in solving work-related problems. | 1 | 2 | 3 | 4 | 5 |
| 5 | My manager always provides supportive guidance and assistance to increase my work performance. | 1 | 2 | 3 | 4 | 5 |

Procedural Justice

| No | Questions | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|----|---|-------------------|----------|---------|-------|----------------|
| 1 | My manager makes job decisions in an unbiased manner in line with organizational changes. | 1 | 2 | 3 | 4 | 5 |
| 2 | My company uses fair procedures for rating employee performance. | 1 | 2 | 3 | 4 | 5 |
| 3 | My manager ensures that all employees concern is heard before making changes in the organization. | 1 | 2 | 3 | 4 | 5 |
| 4 | To make organizational changes, my manager collects accurate and complete information. | 1 | 2 | 3 | 4 | 5 |
| 5 | My manager clarifies decisions and provides information to help increase my work performances. | 1 | 2 | 3 | 4 | 5 |

Employee Development

| No | Questions | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|----|--|-------------------|----------|---------|-------|----------------|
| 1 | My company provides employee training for staffing development. | 1 | 2 | 3 | 4 | 5 |
| 2 | There are several employee training programs offered by my company where new knowledge can be successfully disseminated. | 1 | 2 | 3 | 4 | 5 |
| 3 | Employees are encouraged to take educational programs in order to acquired new knowledge. | 1 | 2 | 3 | 4 | 5 |
| 4 | My company is frequently evaluating the outcome of the employee training programs. | 1 | 2 | 3 | 4 | 5 |
| 5 | My company emphasizes long-term staff development through employee training. | 1 | 2 | 3 | 4 | 5 |

Tolerance to Change

| No | Questions | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|----|--|-------------------|----------|---------|-------|----------------|
| 1 | I am willing to learn new skills within a short period. | 1 | 2 | 3 | 4 | 5 |
| 2 | When there is a change in organization, I can adapt to the changing situation in short time. | 1 | 2 | 3 | 4 | 5 |
| 3 | I can readily change my work habits as demanded by any changes in the working environment. | 1 | 2 | 3 | 4 | 5 |
| 4 | My flexibility to change attitude helps to improve my work performance. | 1 | 2 | 3 | 4 | 5 |
| 5 | The changes in organization will bring good impact to my work performances. | 1 | 2 | 3 | 4 | 5 |

Employee Performance

| No | Questions | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|----|--|-------------------|----------|---------|-------|----------------|
| 1 | The organizational changes are one of the challenges to me | 1 | 2 | 3 | 4 | 5 |
| 2 | There is a promotional opportunities for me when there are changes in my organization. | 1 | 2 | 3 | 4 | 5 |
| 3 | I need to adapt to organizational changes to improve my performance. | 1 | 2 | 3 | 4 | 5 |
| 4 | Any changes implemented in my organization will affect my motivation and work performance. | 1 | 2 | 3 | 4 | 5 |
| 5 | The outcome of organizational changes will reflect the overall employee's work performance | 1 | 2 | 3 | 4 | 5 |