

**THE IMPACTS OF ORGANIZATIONAL CHANGE TOWARDS
EMPLOYEES PERFORMANCE IN PRIVATE BANKS: SPECIAL
REFERENCE TO BATTICALOA DISTRICT**

KANTHASAMY THUVARAKAN



FCM1873



Project Report
Library - EUSL

DEPARTMENT OF MANAGEMENT

FACULTY OF COMMERCE AND MANAGEMENT

EASTERN UNIVERSITY, SRI LANKA

ABSTRACT

The researcher studied factors that could impact organizational changes of a private banking employee performance in Batticaloa District. The factors included Communication, Leadership, Procedural justice, Employees development and Tolerance to change. The 163 usable questionnaires were collected from Batticaloa private banks employees. Multiple regression analysis and Pearson Correlation Coefficient were used for data analysis.

This paper was thus developed to investigate the organizational changes levels of Employee Performance in private banking. Data was collected from 14 private Banks in Batticaloa, Sri Lanka. The study examined the importance of overall dimensions and specific elements of Organizational Changes towards the measurement of Employee Performances.

organizational changes levels were measured. The highest percentage of employee of the whole sample belonged to high level of performance. The statistical result concluded That Employee Performance of Banking industry. The results show that there is a positive relationship between the variables of Organizational Changes toward Employee Performances. On the other hand, communication has the negative significant influence with Employees Performance. Next, the findings and suggested recommendation have been discussed. Lastly, the future study and conclusion have been done.

Keywords: Banking industry in batticaloa District, Communication, Leadership, Procedural Justice, Employees Development, Tolerance to Change, Employee Performance. *

CONTENTS

	Page No.
Acknowledgement.....	I
Abstract.....	II
Table of contents.....	III
List of Tables.....	IX
List of Figure.....	XI
Chapter 1.....	1
1.1 Background of the Study.....	1
1.2 Problem Identification.....	2
1.3 Research Questions.....	3
1.4 Objectives of Study.....	3
1.5 Scope of the Study.....	4
1.6 Significance of the Study.....	4
1.7 Outline of the Study.....	5
1.8 Conclusion.....	5
Chapter 2.....	6
2.1 Introduction.....	6
2.2 Organizational Change.....	6
2.2.1 Communication.....	7

2.2.2 Leadership.....	8
2.2.3 Procedural Justice.....	8
2.2.4 Employee Development.....	9
2.2.5 Tolerance to Change.....	11
2.2.6 Employee Performance.....	12
2.3 Chapter Summary.....	14
Chapter 3.....	15
3.1 Introduction.....	15
3.2 Conceptualization.....	15
3.2.1 Conceptual Framework.....	15
3.3 Definition of Key Concepts.....	16
3.3.1 Communication.....	17
3.3.2 Leadership.....	17
3.3.3 Procedural Justice.....	17
3.3.4 Employee Development.....	17
3.3.5 Tolerance to Change.....	17
3.4 Employees Performance.....	18
3.5 Operationalization.....	19
3.4 Chapter Summary.....	20

Chapter 4	21
4.1 Introduction.....	21
4.2 Study Setting, Design and Method of Survey	21
4.3 Sampling	22
4.3.1 Study Population.....	22
4.3.2 Sample Size	22
4.3.3 Sampling Method.....	22
4.3.4 Sampling Distribution.....	22
4.4 Data Collection Methods.....	23
4.5 Method of Data Analysis.....	24
4.5.1 Univariate Analysis	24
4.5.2 Bivariate Analysis.....	24
4.5.3 Correlation Analysis.....	25
4.5.4 Simple Liner Regressions	25
4.5.6 Hypothesis Test	26
4.6 Reliability	26
4.7 Chapter Summary	27
Chapter 5	28
5.1 Introduction.....	28

5.2 Reliability analysis.....	28
5.3 Personal Information	29
5.3.1 Gender.....	29
5.3.2 Age.....	30
5.3.3 Ethnic.....	30
5.3.4 Educational Qualifications.....	31
5.3.5 Working Experience.....	31
5.3.6 Income Level.....	32
5.4 Central Tendencies Measurement.....	33
5.5 Relationship between variables	38
5.5.1 Relationship Communication and Employees Performance.....	39
5.5.2 Relationship Leadership and Employees performance.....	39
5.5.3 Relationship Procedural Justice and Employees Performance.....	40
5.5.4 Relationship Employees Development and Employees performance	41
5.5.5 Relationship Tolerance to Change and Employees Performance.....	42
5.5.6 Summary Organizational Change & Employees Performance	42
5.6 Regression Analysis.....	42
5.7 Chapter Summary	46

Chapter 6	47
6.1 Introduction.....	47
6.2 Demographic information.....	47
6.3 Discussion on level of variables	47
6.3.1 Level of Communication	48
6.3.2 Level of Leadership	48
6.3.3 Level of Procedural Justice.....	49
6.3.4 Level of Employee Development	49
6.3.5 Level of Tolerance to Change.....	49
6.3.6 Level of Employee Performance	50
6.4 Identify the influence of variables	51
6.4.1 Relationship Communication and Employee Performance	52
6.4.2 Relationship Leadership and Employee Performance.....	52
6.4.3 Relationship Procedural Justice and Employee Performance	52
6.4.4 Relationship Employee Development and Employee Performance	53
6.4.5 Relationship Tolerance to Change and Employee Performance	53
6.5 Multiple Regression Analysis.....	54
6.6 Chapter Summary	55

Chapter 7	56
7.1 Introduction.....	56
7.2 Conclusions.....	58
7.3 Recommendation.....	58
7.4 Limitation of the Study.....	58
7.5 Recommendation for further research.....	59
7.6 Chapter Summary.....	60
Reference List.....	XII
Appendices.....	XX