

Managing Employees in the changing environment with special reference to Banking Sector

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ABSTRACT

Environment is dynamic in nature as nothing is static in this world. The whole world is accelerating towards competitiveness, so every one is trying to accept the changes and get benefited by those changes. But some of them are not ready to accept those changes means they resist to those changes. Same phenomena happen in banking sector also. Changes are necessary to survive in the competitive world because jobs are becoming more challenging, diverse, Multifaceted and more technological. But in changing scenario most employees are not ready to accept change due to fear factor like fear of job insecurity, fear of new responsibilities, fear of innovation etc. At this crucial time organization have take new initiative to reduce the fear of employees associated with change, so that they can manage the employees in a better form. Then only organization can achieve its reliance and attain successful change management.

Key Words- Change Management, Banking sector, Resistance to change, competitiveness, Multifaceted

Introduction-

The past two decades have represented a time of unprecedented social, technological, and economic change that has required a transformation in human resource management (HRM). Shifts in demographics, continued increases of women in the workforce, and greater mobility across national borders have led to higher diversity in the workplace. Advances in technology, including social media, have enabled new ways of doing business through faster communications and vast amounts of data made available to all. Mobile technology with its ubiquitous connectivity has led to renewed concerns over work-life balance and extreme jobs. The emergence of the BRIC countries as major players, the creation of the European Union, and

the global economic downturn have dramatically changed the landscape in which organizations operate. Against this backdrop, we see changing attitudes towards work and careers, leading to different expectations of the workplace. These and other contextual changes mean that existing ways of managing people may no longer be effective. Change is inevitable and ubiquitous in a rapidly expanding world. Various external forces make the changes more difficult for surviving in competitive world. Major problem with the companies are Strategic, Structural and Technological changes.

Managing employees during the change is very difficult challenge for the banking sector because they have to manage changes simultaneously so that they can take the organization at next level. But unconditional changes can be managed by practicing of good coordination, strong leadership, and clear communication during the changes. Basically there are three pillars of that shape changes firstly Managerial innovation second Automation means uses of Information Technology and last but not the least tough competition due to Liberalization Privatization and Globalization. The study focuses on how employees are managed during the process of changes in banking sector.

Organizational Change-

The term “change” refers to any alteration which occurs in the overall work environment of an organization. It implies alterations of structural relationships and role of people in an organization.

Organizational change is describes as transition from one state to another state means from current state to desired state. Managing organizational change is the process of planning and implementing change in organizations in such a way as to minimize employee resistance and cost to the organization while simultaneously maximizing the effectiveness of the change effort. Change must be realistic, achievable and measurable. These aspects are especially relevant to managing personal change. Before the introduction of change organization has to focus on what do we want to achieve with this change, why, and how will we know that the change has been achieved? Who is affected by this change, and how will they react to it? How much of this change can we achieve ourselves, and what parts of the change do we need help with? These aspects also relate strongly to the management of personal as well as organizational change.

Types of Changes-

Organizational change is about a alteration in the organization, such as innovation in structure change in Technology change in mission or introduction of new things, on the basis of all theses following are the types of changes.

Organization-wide Versus Subsystem Change

Organization wide change basically belongs to major restructuring, collaboration or rightsizing. On the other hand Subsystem change may define as addition or removal of a product or reorganization of departments etc.

Transformational Versus Incremental Change

Transformational change is described as changing an organization's structure and culture from the traditional top-down, hierarchical structure to a large amount of self-directing teams. Transformational change is sometimes referred to as quantum change. Incremental change includes continuous improvement as a quality management process or implementation of new computer system to increase efficiencies.

Remedial Versus Developmental Change

Remedial Change includes improvement in the poor performance of the organization, reduce burnout in the workplace, and help the organization to become much more proactive and less reactive. On the other hand developmental changes are for members of the organization to achieve those goals.

Unplanned Versus Planned Change

Unplanned change usually occurs because of a major, sudden surprise to the organization, which causes its members to respond in a highly reactive and disorganized fashion. Unplanned change might occur when the Chief Executive Officer suddenly leaves the organization. Planned change occurs when leaders in the organization recognize the need for a major change and proactively organize a plan to accomplish the change. Planned change occurs with successful implementation of a Strategic Plan, plan for reorganization, or other implementation of a change of this magnitude.

Resistance to Change

A manager trying to implement a change, no matter how small, should expect to encounter some resistance from within the organization. Resistance to change is normal phenomena because employees are stick to habits and to the status quo. As manager trying to implement a change either it is major or minor employee's starts reacting on that change due to fear.

Training and communication are most important tools for reducing fear which results in to resistance. Employees can be informed about both the nature of the change and the logic behind it before it takes place through reports, memos, group presentations, or individual discussions. Apart from this worker participation in decision making is also important tools which reduce to resistance to change. By just involving employees in the decision making banks can always gain support of employees for implementation of new system.

Benefits of Managing Employees in the changing environment of organization:

A new thing in the organization always curves new learning for the employees. Changes to the business context can also introduce new relationships into the work environment. When this occurs, storming and interpersonal conflicts between employees create sources of stress.

- 1. Provide Career Development and Opportunity:** Change is always makes a challenge for employees and provide ongoing career development opportunities, organizations need to transform performance management from a static, once-a-year event into a dynamic ongoing process.
- 2. Professional Development:** Compare current competencies with those needed for future assignments and recommend development activities to fill in gaps.
- 3. Insightful Analytics:** Discover meaningful correlations, patterns and trends to inform change management strategies that drive change management.

Managing Employees in the changing environment of banking Industry

Managing employees in the banking sector in present scenario is very crucial but important aspect for management because they are the backbone for the banks. In this era of diversification management of employees not only that they are satisfied with the present working conditions or role and responsibilities even more than that, they want workers participation in management and a feeling of pride. It very necessary while banks are going through a change process then bank has to take the consideration of employees. Bank should not treat employees as subordinate even they have take as associates of banks. Employees should not be managed but they should take a lead. All these two things only be possible when

they will feel empowerment. For managing employees during change banks are adopting these strategies.

Communication: Communication is the way through which gives the transparency in the any type of changes made by banks. While dealing with the any type of change bank has to properly communicate to the employees so that they all should ready for that change and accept that change with whole heart, which gives a good result to the banks. Communication should not be unidirectional it should be two be direction so that the fear associated with change should be reduced.

Treat employees as Associates not as Subordinate: Bank should treat their employees associate not like the subordinate because when they feel like an associate they have a sense of responsibilities and pride to be the part of employee of that bank. When a change occurs they feel a safety because they don't have a fear of losing jobs or any type of problem face.

Working environment: Working environment is also a good factor in coping with change because when workplace would be supportive and friendly then employees always feel safe and there would no fear for change then employees always welcome change.

Training Programme: To coping up with the change, bank should always do the training programme for their employees so that in new changes they easily survive and reduce the failure result. Because during training programme they all have idea about the changes what banks are going to take in future?

Conclusion-

In present scenario banking sector is in dilemma of managing change initiatives efficiently and effectively, as change is unavoidable in the competitive world and it is a challenge for banking industry for making the survival. Research is focused on change management, and managing employees during that changes in banks. The study also covers benefits of change management for employees in banks. The study results revealed that the change management efforts were associated with various technical and HR problems. The findings also revealed that change efforts lacked integration and mainly focused on business and cost driven initiatives. There is close association between change management and HR department which results in the form of employee's satisfaction. For example a staff member is not able to perform his roles and responsibilities which are assigned by company in this case company has only one option to make transfer of employee from one place to another place which will occur in the form of

change. Finally, we can say a HR department is works as nervous system for employees during change.

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