

A STUDY ON EMPLOYEE ATTITUDES TOWARDS ORGANIZATIONAL CHANGE IN ICICI BANK

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ABSTRACT

Organizational change is essential for banks facing technological advancement, digitalization, regulatory requirements, changing customer expectations, and intense competition. This study examines employee attitudes toward organizational change at ICICI Bank, focusing on acceptance, communication, participation, management support, adaptability, trust, training, productivity, and job satisfaction. Primary data were collected from 100 employees using a structured questionnaire and convenience sampling. Percentage analysis was used to interpret responses. The findings indicate generally positive attitudes, with employees showing awareness of change objectives, satisfactory communication, adaptability, and confidence in management support. The study suggests strengthening participation, communication, training, trust, and employee-focused change management practices.

Keywords: Organizational Change; Employee Attitudes; ICICI Bank; Change Management; Employee Adaptability

1. INTRODUCTION

Organizational change has become an essential requirement for organizations operating in a rapidly changing business environment. Technological developments, changing customer expectations, increased competition, globalization, and regulatory requirements continuously influence the way organizations operate. Organizational change involves modifications in structures, strategies, technologies, policies, procedures, processes, and organizational culture to improve effectiveness and achieve organizational objectives. The banking sector is particularly affected because technological innovation and changing customer requirements continuously transform banking operations. The growth of digital banking, mobile banking, artificial intelligence, fintech applications, cybersecurity requirements, and digital payment systems has significantly changed traditional banking practices. Employees are required to learn new technologies, adopt revised procedures, develop new skills, and adjust to changing responsibilities. Consequently, employee attitudes have become an important factor determining whether organizational change initiatives are successfully implemented. Positive attitudes can encourage cooperation, commitment, innovation, and adaptability, whereas negative attitudes may result in resistance, dissatisfaction, stress, and reduced productivity. ICICI Bank is one of India's major private-sector banks and has emphasized technology-driven banking, innovation, customer service, automation, artificial intelligence, and digital transformation. These developments require employees to continuously update their knowledge and adapt to new working environments. Organizational change at ICICI Bank includes digital transformation, process reengineering, technological developments, customer-service innovations, regulatory compliance, and employee-development initiatives. Employee attitudes toward change are influenced by communication, leadership, managerial trust, participation, training, and organizational support. Effective communication helps employees understand the objectives, benefits, and implications of change. Employee participation creates ownership and responsibility, while management support can reduce uncertainty and improve

confidence. Training and development further assist employees in acquiring the skills required to handle new systems and procedures. The present study therefore examines employee attitudes toward organizational change at ICICI Bank. It focuses on employee perceptions, acceptance, communication, adaptability, management support, and the perceived impact of organizational change on productivity and job satisfaction. Understanding these attitudes can help management and HR professionals develop effective change-management practices, reduce resistance, strengthen employee involvement, and improve organizational effectiveness.

2. REVIEW OF LITERATURE

Lewin (1951) proposed the three-stage model of unfreezing, changing, and refreezing and emphasized the importance of preparing employees for organizational transformation. Kotter (1996) highlighted urgency, vision, leadership, employee empowerment, and communication as important components of successful change implementation. Armenakis and Bedeian (1999) emphasized employee readiness, trust, involvement, and communication in developing positive attitudes toward change. Oreg (2003) demonstrated that discomfort with uncertainty, fear of new situations, and reluctance to lose control can contribute to employee resistance. Vakola and Nikolaou (2005) connected organizational commitment, employee attitudes, communication, trust, and change readiness. Holt et al. (2007) identified management support, self-efficacy, perceived benefits, and suitability of change as important determinants of employee readiness. Choi (2011) explained that readiness, commitment, openness, and cynicism are important dimensions of employee attitudes toward organizational change. Recent research further supports these relationships. Transparent communication and transformational leadership have been associated with greater employee openness to change through organizational trust, particularly in the banking sector. Change leadership involving communication, participation, support, and a clear vision has also been found important for employee attitudinal support for planned change.

3. OBJECTIVES OF THE STUDY

1. To investigate how ICICI Bank employees feel about organizational change.
2. To determine the factors influencing employees' acceptance of organizational change.
3. To examine the effect of communication on employees' perceptions of organizational change.
4. To assess the effect of organizational change on employee productivity and job satisfaction.
5. To suggest suitable measures for increasing employee support and involvement in organizational change projects.

4. RESEARCH METHODOLOGY

The study adopts a descriptive research design and empirical approach. Primary data were collected from 100 ICICI Bank employees using a structured questionnaire and convenience sampling. Secondary information was obtained from books, journals, research papers, banking reports, and relevant websites. Responses were analysed using percentage analysis and frequency distribution.

4.1 STATISTICAL TOOL

Percentage Analysis and Frequency Distribution

Percentage analysis and frequency distribution are appropriate for this study because the questionnaire measures employee perceptions and attitudes through categorical responses. The uploaded study specifically identifies these two methods as its statistical tools.

5. DATA ANALYSIS AND INTERPRETATION

Sample Size: 100 Employees

Table 1: Effective Communication About Organizational Change

Response	Respondents	Percentage
Strongly Agree	25	25%
Agree	43	43%
Neutral	18	18%
Disagree	9	9%
Strongly Disagree	5	5%
Total	100	100%

Analysis: A total of **68%** of employees either strongly agree or agree that organizational changes are communicated effectively.

Interpretation: The results indicate that communication regarding organizational change is generally viewed positively by employees. However, the presence of neutral and negative responses indicates scope for further improvement in clarity, timeliness, and transparency of communication. The original study similarly reports that 68% of workers were satisfied with how change initiatives were communicated.

Table 2: Workers Easily Adjust to New Work Practices

Response	Respondents	Percentage
Strongly Agree	24	24%
Agree	46	46%
Neutral	16	16%
Disagree	9	9%
Strongly Disagree	5	5%
Total	100	100%

Analysis: A combined **70%** of respondents strongly agree or agree that they can successfully adjust to new work practices.

Interpretation: The findings demonstrate a good level of employee adaptability toward new procedures, tools, and working methods. This indicates that a substantial proportion of employees are prepared to support organizational improvements.

Table 3: Enhancing Job Performance Through Organizational Change

Response	Respondents	Percentage
Strongly Agree	30	30%
Agree	41	41%
Neutral	14	14%
Disagree	10	10%
Strongly Disagree	5	5%
Total	100	100%

Analysis: A combined **71%** of employees either strongly agree or agree that organizational change can improve job performance.

Interpretation: The results indicate that most employees perceive organizational change as beneficial to work effectiveness. Employees appear to view transformation initiatives as opportunities for improving performance and professional development.

6. RESULTS

1. The overall attitude of ICICI Bank employees toward organizational change is **positive**.
2. **73%** of respondents understand the goals and importance of organizational transformation.
3. **68%** of respondents have a positive perception of the effectiveness of communication about organizational change.
4. **60%** of respondents feel that they are involved in change-related activities and decisions.
5. Management support is viewed positively by employees during organizational transitions.
6. **70%** of employees indicate that they can adapt successfully to new work practices.
7. **71%** of respondents believe organizational change can improve their job performance.
8. Employee trust in management is generally positive, with more than two-thirds expressing confidence in management decisions relating to organizational change.
9. **74%** of respondents believe training programmes help them adapt to organizational changes.
10. Overall, **75%** of respondents have positive or highly positive perceptions of organizational transformation at ICICI Bank.

7. SUGGESTIONS

1. **Strengthen communication:** Management should communicate the purpose, benefits, procedures, and expected outcomes of organizational change clearly and regularly.
2. **Increase employee participation:** Employees should be given greater opportunities to provide suggestions and participate in change-related decisions.
3. **Improve training programmes:** Regular training should be provided whenever new technologies, systems, procedures, or responsibilities are introduced.
4. **Strengthen management support:** Managers should provide continuous guidance, encouragement, and assistance throughout periods of organizational transition.
5. **Build employee trust:** Management should maintain transparency and demonstrate concern for employee interests while implementing major changes.
6. **Encourage adaptability:** Employees should be encouraged to develop learning, innovation, technological, and problem-solving skills.
7. **Reduce resistance:** Employee concerns regarding workload, job security, uncertainty, and new responsibilities should be identified and addressed promptly.
8. **Recognize employee contributions:** Employees who actively support organizational transformation should receive appropriate recognition and encouragement.
9. **Link change with career development:** Management should demonstrate how organizational changes can create opportunities for employee learning, skill development, and career advancement.
10. **Adopt continuous feedback:** Regular employee feedback should be collected before, during, and after major organizational change initiatives.

8. CONCLUSION

Organizational change is an unavoidable and important part of modern banking, particularly because technological advancement, digitalization, customer expectations, competition, and regulatory requirements continuously influence banking operations. The present study on employee attitudes toward organizational change at ICICI Bank indicates that employees generally possess positive perceptions of organizational transformation. The findings show that employees understand the objectives of change, perceive communication reasonably positively, demonstrate adaptability toward new work practices, and believe that organizational change can contribute to improved job performance. Management assistance, employee participation, trust, and training also emerge as

important elements supporting successful change implementation. The overall findings indicate that positive employee attitudes can facilitate organizational transformation, while communication gaps, insufficient participation, uncertainty, and resistance may create implementation difficulties. Therefore, ICICI Bank should continue strengthening transparent communication, employee participation, management support, training, trust, and continuous feedback mechanisms. Employees should also be encouraged to develop new skills and maintain flexibility toward technological and procedural changes. The study demonstrates that successful organizational transformation depends not only on introducing new technologies or processes but also on preparing and supporting employees throughout the transition. A people-oriented change-management approach can improve employee acceptance, adaptability, job performance, and organizational effectiveness. The study therefore concludes that understanding and managing employee attitudes should remain a central component of organizational change initiatives in the banking sector.

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