

Research Paper



Effect of change management on employee performance in nepalese commercial banks

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ABSTRACT

Purpose: The study intends to analyze the effect of change management on employee performance in commercial banks. **Method:** Data collection meticulously employed a simple random sampling technique. Data is collected from 300 bank employees via adopted questionnaire on a 7-point Likert scale. 240 complete responses received, yielding an 80% response rate. Descriptive and causal-comparative research design utilized with independent sample t-test, one-way ANOVA, Mann-Whitney U test, Kruskal-Wallis H Test, correlation, and regression analysis. **Findings:** Beta coefficients indicate higher influence of Change in organizational structure on employee performance. **Implications:** It is recommended that organizations should reformulate their policies and strategies promoting supportive work culture, clear guidelines regarding roles and responsibilities, fostering a culture of transparency and communication to enhance employee commitment. Managers should provide support to increase satisfaction and better employee morale.

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1. INTRODUCTION

Due to unavoidable environmental changes, organizations today have been challenged to advocate for change. In the dynamic environment of commercial banking, change is inevitable. To be competitive,

organizations must constantly adjust to changing market trends, technological developments, and regulatory frameworks. Since employee performance is directly impacted by change management, it becomes essential to the organization's success and well-being.

Change management is the process of adjusting company operations to meet new goals and objective. Change management can help employees understand and adapt to a new way of working, and can result in more successful outcomes for the organization. Commercial bank is undergoing a major technological transformation, transitioning from traditional banking methods to a cutting-edge digital platform. This change not only alters the way services are delivered but also challenges employees to upgrade their skills and embrace the new system.

In such a challenging environment, the impact of change management on employee performance becomes a focal point. Employee performance is linked to the overall success of an organization. A high-performing workforce is essential for achieving operational efficiency, customer satisfaction, and sustainable growth. In such a challenging environment, the impact of change management on employee performance becomes a focal point. Employee performance is linked to the overall success of an organization. A high-performing workforce is essential for achieving operational efficiency, customer satisfaction, and sustainable growth. The significance of employee performance cannot be overemphasized, as it directly contributes to the attainment of organizational goals and the creation of a competition in the banking industry. Measuring the quality of employee service delivery involves reliability, responsiveness, assurance, efficiency, adaptability and tangibles.

Numerous factors contribute to enhancing employee performance, and research indicates that change management is a critical determinant. Effective change management in ensures a smooth transition and minimizing resistance among employees. The ability to adapt to change and embrace new methodologies positively influences employee morale, job satisfaction, and overall performance. When promoting change, management must make sure that elements that impact worker performance are carefully taken into consideration. [1] Stated that as shared values are essential for integrating, coordinating, and keeping things under control to accomplish the goal, commercial banks should prioritize improving their competitive corporate cultures by emphasizing more flexible human values.

In Nepalese context, change may be necessary due to restructuring, partnership, new leadership, mergers, acquisitions. Banks are embracing digitalization, not just in terms of online and mobile banking, but as the transformation of their entire business model to produce new customer bases, reveal new services, and ensure faster, and secure transactions. Changes often involve restructuring departments, altering reporting lines, and introducing new operational models [2]. Changes in leadership styles, from traditional to more transformational approaches, are being observed [3].

Such changes can affect employees' commitment to organizational goals and their performance. Change within an organization can either be carefully planned or occur unexpectedly due to environmental factors. Most people tend to resist change, only a small portion of people prefer change, step away from the comfort zone and try something new. The majority often view change negatively and oppose it. However, for any organization to ensure its future survival, it must effectively manage, adapt to, and respond to changes within both its internal and external environments [4].

Even the most successful business owner's encounter resistance whenever they try to implement a change process since most employees prefer the security of their routine. There exists positive relationship between change management factors and employee performance. Several studies have highlighted the relationship between change management and employee performance. For instance, a study by [5] revealed that organizations with a structured approach to change management were more likely to meet project objectives and achieve desired outcomes. Another research found that companies that effectively manage change experience higher employee engagement and productivity.

As discovered by [6] employee performance has been impacted by the management of technological development since it makes work easier and more efficient. Numerous researchers have explored into the realm of change management, but this research remains limited in its exploration of the comprehensive impact of change management on employee performance. Additionally, there's a scarcity

of longitudinal research, hindering a comprehensive understanding of how the impact of change management evolves over time leaving room for further investigation into how change management influence employee performance during transitions.

The key to selecting the best management change strategy is understanding the organization's operations. These organizations frequently deal with resistance to change, fear of the unknown, and poor communication, which can create a hostile environment and impair employee performance and adaptability.

This is because they are social systems made up of people, jobs and formal and informal systems. [7] Additionally, the lack of proper training and support during transitions can lead to frustration and decreased productivity among employees managing resistance to change involves effective communication, addressing concerns, and fostering a positive mindset. It involves planning, communicating, and coordination to help individuals, teams, and the organization as a whole transition from the current state to a desired future state.

Effective managers must recognize that managing change is not a temporary task but an important part of their job. They also need to focus on creating and using new ideas. Whether it's about new products, better ways of doing things, or improved practices, innovation is now a regular part of work, not something rare. This means that managing both change and innovation together is a key responsibility for today's managers.

This research can provide insights into best practices for managing transitions within the dynamic industry, ultimately contributing to improved employee well-being and organizational success. Understanding how change management practices impact employee performance can provide valuable insights for businesses seeking to adapt and thrive in dynamic environments.

The relationship between change management and employee performance in commercial banks is a critical aspect. Recognizing the significance of employee performance for organizational success, it is imperative to acknowledge the role of change management as a key determinant. By understanding and addressing the challenges associated with change, organizations can create an environment conducive to enhanced employee performance, ensuring sustainable growth and prosperity in the competitive environment of commercial banking.

1.1. The Objectives of the Study are as Mentioned Below

- a) To assess the differences among gender, age group of respondents, qualification of respondent, marital status with regard to technology change, leadership change, change in organizational structure and employee performance.
- b) To examine the relationship between technology change, leadership change, change in organizational structure and quality of employee service delivery.
- c) To analyze the effect of technology change, leadership change and change in organizational structure on quality of employee service delivery.

2. RELATED WORK

This section deals with the theoretical and empirical review of the study which are as mentioned below:

2.1. Theoretical Review

Kotter's Eight-step change model emphasizes the importance of creating a sense of urgency, forming a powerful coalition, and communicating the vision for change. It also focuses on empowering employees to act on the vision.

Kotter's eight-step model can be utilized to evaluate how change management influences employee performance at the Commercial Bank of Nepal. Begin by recognizing the need for change, possibly stemming from shifts in the banking industry or organizational goals.

Engage employees in understanding the rationale behind the change, ensuring transparency and communication. Initiate the change process systematically, breaking it down into manageable phases to avoid overwhelming the workforce. Offer training and assistance to help employees develop the skills needed to adjust to the changes, ensuring smooth transition. Encourage open communication channels to address concerns and gather feedback, ensuring that employee perspectives are considered in the change implementation.

Lewin's Change Management Model outlines three key stages of change: unfreezing the existing situation, introducing the change, and refreezing the new state. Effectively understanding and handling these stages is essential for managing change successfully.

Applying Lewin's model allows the Commercial Bank to approach change systematically, involving employees at each stage and ensuring a smoother transition. The study also emphasizes the importance of making these changes a permanent part of the organization's culture to improve employee performance. Regular evaluations and feedback can help evaluate the effectiveness of these changes and allow for necessary improvements.

2.2. Empirical Review

[8] Examined factors affecting employee performance in Nepalese Commercial Banks (NCBs). Quantitative study was conducted with a survey among 418 respondents. The results showed that changes in organizational structure had the greatest impact on employee performance, while factors such as training, supervisor support, and the work environment also had a positive influence on performance. An empirical study by [9] examined how information technology impacts the performance of Allied Bank employees in Pakistan. Unstructured interviews were used to collect the information. It has been determined that technology significantly increases staff productivity while also saving time.

[10] Investigated the relationship between change management and employee performance in commercial banks. Data was gathered using a self-designed questionnaire based on a five-point Likert scale, employing a simple random sampling method. The research utilized a descriptive and causal-comparative design, with analysis conducted through mean, standard deviation, correlation, and regression techniques. The results indicate that changes in organizational structure, technology, and leadership have a significantly positive impact on employee performance.

[11] Analyzed the impact of organizational change towards employee performance in the banking sector of Pakistan. Questionnaires were used for primary data collection. The study used descriptive statistics and correlation analysis technique for the analysis of data. The results showed that organizational change had a positive significant impact on employee's performance in banking sector of Pakistan.

[12] Conducted a study to examine how change management influences employee performance, focusing on university libraries in Jordan as a case study. The research addressed three key areas of change: organizational structure, technological advancements, and individual development. To gather data, the researcher created a questionnaire and employed a random sampling method, distributing 220 questionnaires to participants. The findings revealed that the organizational structure lacked flexibility, making it unsuitable for meeting the business needs of the university library. This inflexibility led to overlapping roles and responsibilities.

Hypothesis is the statement of assumption or guess of final outcome. It has to be tested once the analysis of data is completed. The hypothesis of the study are as follows:

- **H1:** There is significant effect of change in organizational structure on quality of employee service delivery.
- **H2:** There is significant effect of technology change on quality of employee service delivery.
- **H3:** There is significant effect of leadership change on quality of employee service delivery.

The theoretical framework of the study is as presented below [Figure 1](#).

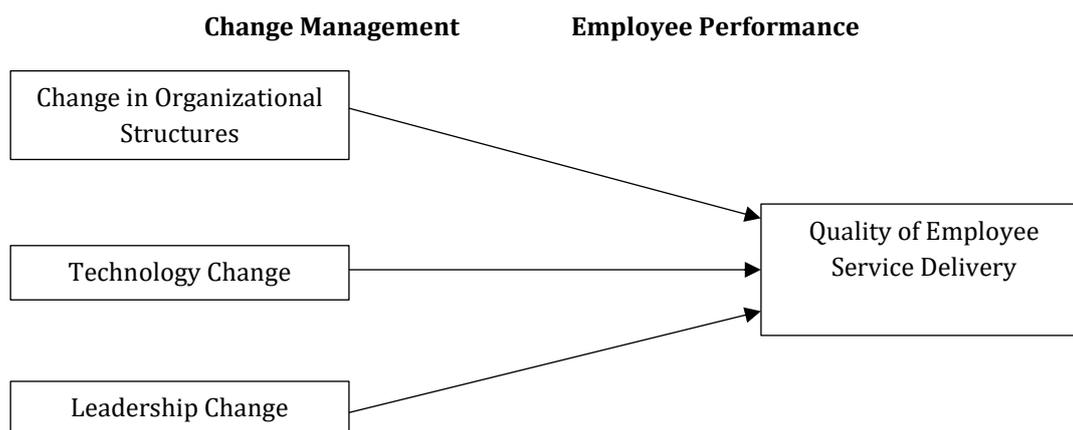


Figure 1. Research Framework

3. METHODOLOGY

This section incorporates research design, population, sample size, sampling method, nature and sources of data, instrument for data collection and methods for data analysis.

3.1. Research Design

The study employs a descriptive research design, aiming to define subjects by profiling problems, people, or events through data collection and tabulation. This approach suits the study's aim of describing existing conditions without variable manipulation.

Additionally, a causal-comparative design is utilized to explore relationships between independent and dependent variables post-event. This multifaceted methodological approach enhances understanding of the research phenomena and their interrelations.

3.2. Population and Sample Size

The research area for the study is Butwal. There are altogether 20 commercial banks in Butwal sub metropolitan city. The total employees in these 20 commercial banks are 600 based on field survey, 2024. Therefore, the population of the study is 600.

The total sample size for this study has been obtained using the formulae developed by Yamane. In case of population size is known, the Yamane formula for determining the sample size is given by:

$$n = N / 1 + Ne^2$$

Where, n= sample size, N= Population size, and e= Margin of error (MOE), e=0.05 based on research condition Thus, the sample size of the study is n = 240

3.3. Sampling Technique

The sampled respondents from the total population has been approached through simple random sampling technique.

3.4. Nature and Sources of Data and Instrument for Data Collection

Quantitative data for the study were collected through a primary source. An adapted questionnaire has been obtained from literature. The questionnaire employs a seven-point Likert scale (7=Strongly Agree, 6= Agree, 5=Somewhat Agree, 4=Neutral, 3=Somewhat Disagree, 2=Disagree, and 1=Strongly Disagree) to collect responses from the participants.

In the initial phase, detailed practices and constructs related to the chosen variable were identified. In this perspective, two variables has been incorporated in the framework of the study. Among these two variables, change management is independent variable and employee performance is a dependent variable. In this regard, 3 construct has been chosen under the umbrella of independent variable i.e. Change

Management. Subsequently, sets of questions were designed for each independent and dependent variable having total of 22 items.

Lastly, a pilot test of the questionnaire was conducted by distributing it to a sample of 35 respondents to mitigate errors and ambiguities. From the total questionnaire i.e.300 distributed to the participants, only 240 complete filled questionnaire were collected with response rate 80 percent.

3.5. Statistical Tools

The research study has used Smart PLS and SPSS version 20 registered software of LBC to analyze the collected data. In this regard, the study employed various statistical tools based on the appropriateness of the data. Descriptive statistics, including mean and standard deviation (SD), were computed to analyze and identify employee responses. Additionally, a reliability test was conducted to assess the reliability of the research instrument. A normality test, specifically the K-S test, was employed to check the normal distribution of the data.

Following the assessment of data normality, parametric and non-parametric tests were utilized in inferential statistics. Furthermore, a correlation tool was employed to measure the relationship between variables, and a regression tool was used to examine the effect of independent variables on the dependent variable.

4. RESULTS AND DISCUSSION

This section deals with the analysis and results of the paper. The data collected have been analyzed using different tools of Smart PLS and SPSS software, and the results obtained have been incorporated into this section.

Table 1. Measurement Items Assessment/ Assessment of Survey Items

Variables	Items	Loadings	VIF	Mean	SD	Mean of Construct	SD of Construct
Employee Performance	EP1	0.635	2.024	4.996	1.755	5.2500	1.29399
	EP2	0.778	2.466	5.146	1.853		
	EP3	0.889	4.192	5.617	1.439		
	EP4	0.787	2.096	4.833	1.675		
	EP5	0.810	2.233	5.525	1.607		
	EP6	0.859	3.538	5.325	1.476		
	EP7	0.826	3.159	5.308	1.564		
Leadership Change	LC1	0.907	3.333	4.746	1.886	4.2992	1.71725
	LC2	0.898	3.731	4.308	1.959		
	LC3	0.836	2.307	4.346	2.068		
	LC4	0.797	2.169	3.871	1.963		
	LC5	0.914	4.147	4.225	1.964		
Change in Organizational Structure	OS1	0.776	1.912	5.167	1.700	5.0442	1.27436
	OS2	0.852	2.836	5.229	1.501		
	OS3	0.760	2.076	4.796	1.764		
	OS4	0.837	2.442	5.188	1.478		

	OS5	0.784	1.855	4.842	1.772		
Technology Change	TC1	0.752	1.865	2.833	1.700	3.2925	.91126
	TC2	0.861	2.867	2.771	1.501		
	TC3	0.755	2.075	3.204	1.764		
	TC4	0.842	2.442	2.812	1.478		
	TC5	0.765	1.877	4.842	1.772		

Table 1 indicates the measurement and validity related to the outer model. It shows the standardized outer loading, Variance Inflation Factor (VIF), mean, and Standard Deviation (SD) of the outer model. Twenty two scale items are used to assess four latent variables. The outer loading values of all the items are above the threshold value of 0.70 except EP1 which indicates the absolute contributions of each item for measuring the respective variable. In the case of EP1, the items having outer loading values above 0.6 can also be retained for further analysis. Similarly, the VIF values of all the items are below 5, indicating no multicollinearity among the scale items. Consequently, there is no multicollinearity among the items. The mean and standard deviation (SD) results of all the measurement items are in a good range on 7-point Likert scale data. Hence, the measurement items qualify for reliability and validity for further assessment. The mean value of employee performance is 5.25 which shows that the response of respondents are inclined towards Somewhat Agree.

This means the employees agree to some extent that their performance level in the organization is good. Similarly, the mean value of leadership change is 4.2992 which shows that the response of respondents are inclined towards neutral. This means leadership change neither significantly improved nor worsened employee performance according to respondent's perceptions. Moreover, the mean value of Change in Organization Structure is 5.0442 which shows that the response of respondents are inclined towards Somewhat Agree. This means the respondent are positive to some extent with change in organizational structure of Commercial Banks in Butwal Sub Metropolitan City. Furthermore, the mean value of Technology Change is 3.2925 which shows that the response of respondents are inclined towards somewhat disagree. This means the respondent believes there may be a negative effect on employee performance due to technology change.

Table 2. Convergent Validity and Discriminant Validity: Construct Reliability and Validity Assessment

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Change in Organizational Structure	0.862	0.867	0.900	0.645
Employee Performance	0.905	0.913	0.926	0.642
Leadership Change	0.921	0.936	0.940	0.760
Technology Change	0.855	0.858	0.896	0.634

Table 2 contains the internal reliability and validity of the constructs used in this study. The Cronbach's Alpha values of all constructs are above the standard threshold value of 0.705 (Bland & Altman,

1997), which indicates that the internal consistency of all constructs and validates the scale used for measuring each of the constructs is reliable.

Further, Composite Reliability (CR) rho_a and CR rho_c values are above 0.70, indicating construct reliability and validity. The Average Variance Extracted (AVE) values are above 0.50 threshold values, suggesting that the convergent validity of all the constructs is established. Hence, the results of the above table qualify all the quality criteria measures.

Table 3. One-Sample Kolmogorov Smirnov Test

	Technology Change	Change in Organizational Structure	Leadership Change	Employee Performance
Kolmogorov-Smirnov Z	1.659	1.528	1.494	2.264
Asymp. Sig. (2-tailed)	.008	.019	.023	.000

As shown in **Table 3**, since the Z value for Technology Change, Change in organizational structure and leadership change lie between -1.96 to +1.96, Technology Change, Change in organizational structure and leadership change follow a normal distribution.

However, the z-value of employee performance does not follow a normal distribution as their Z values does not lie between -1.96 to +1.96. For a normal distribution, we use parametric tests, and for a non-normal distribution, we use non-parametric tests.

Table 4. Independent Sample T Test

	Gender	N	Mean	T Value	P Value
Technology Change	Male	122	3.2820	-.182	.856
	Female	118	3.3034		
Change in organizational structure	Male	122	5.0984	.669	.504
	Female	118	4.9881		
Leadership Change	Male	122	4.3246	.233	.816
	Female	118	4.2729		

From the above **Table 4**, it is shown that the p value of technology change is 0.856 which is more than 0.05. Thus it can be said that alternative hypothesis H2 is rejected at the 5% level of significance. This means the opinion of male and female employees are similar towards technology change.

Table 5. One way ANOVA

Age Group	N	Mean	F Value	P Value
Technology Change	Below 30	79	3.3519	.600
	30 to 40	103	3.2330	
	41 to 50	52	3.3577	
	50 and above	6	2.9667	
	Total	240	3.2925	
Change in organizational structure	Below 30	79	4.9823	.686
	30 to 40	103	5.0893	

	41 to 50	52	4.9731		
	Total	240	5.0442		
Leadership Change	Below 30	79	4.2354		
	30 to 40	103	4.4194		
	41 to 50	52	4.0731	.869	.458
	50 and above	6	5.0333		
	Total	240	4.2992		

From the above Table 5, it is shown that the p value of technology change is 0.616 which is more than 0.05. Thus it can be said that alternative hypothesis H2 is rejected at the 5% level of significance. This means the opinion of different age group of employees are similar towards technology change.

Table 6. Mann-Whitney U Test

	Gender	N	Mean Rank	Z Value	P Value
Employee Performance	Male	122	118.48		
	Female	118	122.59	.459	.646
	Total	240			

From the above Table 6, it is shown that the p value of employee performance is 0.646 which is more than 0.05. Thus it can be said that alternative hypothesis H2 is rejected at the 5% level of significance. This means the opinion of male and female employees are similar towards employee performance. From the mean value of male and female employees it can be noticed that their opinion towards employee performance are similar. This may due to organizations aligns its employees around goals and strategic objectives and male and female employees have a unified focus.

Table 7. Kruskal Wallis H Test

	Age Group of Respondents	N	Mean Rank	Chi Square Value	P Value
Employee Performance	Below 30	79	130.04		
	30 to 40	103	117.98	2.510	0.473
	41 to 50	52	112.09		
	50 and above	6	111.08		
	Total	240			

From the above Table 7, it is shown that the p value of employee performance is 0.473 which is more than 0.05. Thus it can be said that alternative hypothesis H2 is rejected at the 5% level of significance. This means the opinion of age group of different respondents are similar towards employee performance. From the mean value of age group of different respondents, it can be noticed that their opinion towards employee performance are similar.

This may due to organizations aligns its employees around goals and strategic objectives and different age group of employees have a unified focus.

Table 8. Correlations

		Technology Change	Change in Organizational Structure	Leadership Change	Employee Performance
Technology Change	Pearson Correlation	1	.839**	.350**	.611**
Change in organizational structure	Pearson Correlation		1	.319**	.684**
Leadership Change	Pearson Correlation			1	.343**
Employee Performance	Pearson Correlation				1
**. Correlation is significant at the 0.01 level (2-tailed).					

- **H1:** There is a significant relationship between Technology Change and Employee Performance. Correlation coefficient (r) = 0.611

Since the p value of all the factors is less than 0.01 which indicates that Null hypothesis is rejected at 1 percent level of significance. Therefore, it can be said that there is significant relationship between factors of change management of organization.

The correlation coefficient between technology change and employee performance is 0.611 which is near to 0.5. This means there is moderate positive relationship between technology change and employee performance. In this context, it can also be seen that the p value of technology change is 1%. Thus it can be said that there is significant relationship between technology change and employee performance at 1% level of significance.

- **H2:** There is a significant relationship between Change in organizational structure and Employee Performance.

Correlation coefficient (r) = 0.684

The correlation coefficient between Change in organizational structure and employee performance is 0.684 which is near to 0.5. This means there is moderate positive relationship between Change in organizational structure and employee performance. In this context, it can also be seen that the p value of change in organizational structure is 1%. Thus it can be said that there is significant relationship between Change in organizational structure and employee performance at 1% level of significance.

- **H3:** There is a significant relationship between Leadership Change and Employee Performance. Correlation coefficient (r) = 0.343

The correlation coefficient between Leadership change and employee performance is 0.343 which is near to 0. This means there is weak positive relationship between Leadership change and employee performance. In this context, it can also be seen that the p value of leadership change is 1%. Thus it can be said that there is significant relationship between Leadership Change and employee performance at 1% level of significance [Table 8](#).

Table 9. Hypothesis Testing (Direct Effect)

Hypothesis	β	Mean	STDEV	T Stat.	P Values	Decision
H1: Change in Organizational Structure -> Employee Performance	0.781	0.781	0.216	3.608	0.000	Accepted
H2: Leadership Change -> Employee Performance	0.004	0.004	0.045	0.095	0.924	Rejected
H3: Technology Change -> Employee Performance	0.051	0.049	0.220	0.233	0.816	Rejected

Above Table 9 shows the boot-strapping results under 5000 subsamples and decisions on hypotheses. Hypotheses H1 is accepted at significance level 0.05. Similarly, H2 and H3 are rejected at significance level 0.05.

Hence, there is a positive and significant impact of change in organizational structure ($\beta=0.781$; $p<0.05$) on employee performance. Similarly, leadership change has positive and insignificant impact on employee performance ($\beta=0.004$; $p>0.05$). Furthermore, technology change has positive and insignificant impact on employee performance ($\beta=0.051$; $p>0.05$).

5. CONCLUSION

From the findings, change in organizational structure have been identified as the major determinants for employee performance. Thus, it can be concluded that if banking organizations focuses on providing clear guidelines regarding roles and responsibilities, fostering a culture of transparency and communication, employee performance can be enhanced.

Implication

The following are some implications of this study for policy holders, organizations, managers, academia, and future research:

- (a) **Policy Holders Support:** Policy makers should consider the importance of change management for employees. Policy makers should prioritize creating supportive environments that foster adaptability and resilience among employees.
- (b) **Future Scope:** Future researcher will be benefitted in providing depth knowledge of literatures and methodology which assist them in exploring more aspects of change management in commercial banks. They should aim to provide actionable insights that can inform best practices and strategies for promoting positive employee outcome.
- (c) **Organizations:** Organizations can use the findings of this study to reformulate their policies and strategies as per the findings promoting flexible schedules and supportive work cultures to enhance employee commitment for organizational growth.
- (d) **Managers:** Managers can use the insights from this study to understand the factors that motivate their employees and to create a work environment that supports change management. For instance, they can provide opportunities for training and support, effective communication and fostering a positive mindset.

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Author Contributions Statement

Name of Author	C	M	So	Va	Fo	I	R	D	O	E	Vi	Su	P	Fu
Ms. Samikshya Prasai	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	

C: Conceptualization

M: Methodology

So: Software

Va: Validation

Fo: Formal analysis

I: Investigation

R: Resources

D: Data Curation

O: Writing- Original Draft

E: Writing- Review & Editing

Vi: Visualization

Su: Supervision

P: Project administration

Fu: Funding acquisition

Conflict of Interest Statement

The authors declare that there are no conflicts of interest regarding the publication of this paper.

Informed Consent

All participants were informed about the purpose of the study, and their voluntary consent was obtained prior to data collection.

Ethical Approval

The study was conducted in compliance with the ethical principles outlined in the Declaration of Helsinki and approved by the relevant institutional authorities.

Data Availability

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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