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Original Article

Employees' Perception of Bank Mergers: Competence, Change Attitudes and Participation in Karnataka

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Abstract.

The changes in organizational change, work processes, technology environment and career expectations that occur as a result of bank mergers. This paper aims to investigate the relationship between autonomy, relatedness, training support and competence, attitude towards change, participation and career growth insecurity among the employees in the context of bank mergers in Karnataka using quantitative model. The study makes use of a positivist, deductive and cross-sectional design. A structured five point Likert scale questionnaire was used for the data collection process and 232 responses from the employees were obtained while 200 responses were valid and used for the analysis. The hypothesised relationships were examined via structural equation modelling. The results show that autonomy, relatedness and training support positively influence employee competence; competence positively influences attitude toward change and participation; and attitude toward change positively influences participation. There is a negative relationship between the investment uncertainty of careers and participation. The results suggest a strong linkage between the employee reactions to the merger-related change and the capability development, supportive work relationships, training, and perceived career security. The paper finds that the level of participation in the integration of merger is enhanced by the employee's feeling of competence and positive attitudes towards change, and that career insecurity can limit participation.

Keywords: *Bank merger, employee's perception, autonomy, relatedness, training support, competence, attitude toward change, participation, career insecurity.*

Introduction

Bank mergers are expected to result in higher efficiency, stability, market position and operational capability of the organisations. In addition to changing the business model, the merger process also impacts on the routines, reporting relationships, technology systems and roles of the employees. In the uploaded study, the authors argue that employees' perception is significant in the outcomes of the merger, as they may be willing to participate in implementing and adapting the change. In the study employee autonomy, relatedness and training support are investigated as antecedents of competence. Competence is then associated with the attitudes towards change and employee participation, and career growth insecurity is explored as a negative influence on participation. This framework acknowledges that mergers are not just a structural or financial transaction, but an organisational and behavioural process as well. Hence, this paper focussed on the analysis of relationship between the employee constructs and the empirical evidence that has been reported in the study for Karnataka. The analysis is descriptive of the statistical results reported and does not go beyond the evidence found in the source.

Research Methodology

The study follows a positivist philosophy and deductive approach and uses a quantitative, cross-sectional research design. Purposive sampling was employed. For the employee component, 232 responses were collected and 200 valid responses were retained. Data were gathered through a structured questionnaire using a five-point Likert scale. The constructs included autonomy, relatedness, training support,and competence, attitude toward change, career growth insecurity and participation. Structural equation modelling (SEM) was used to test the hypothesised relationships among the constructs. Bootstrapping was used in the analysis. The employee hypotheses were H10 to H16: autonomy → competence; relatedness → competence; training support → competence; competence → attitude toward change; attitude toward change → participation; competence → participation; and career growth insecurity → participation.

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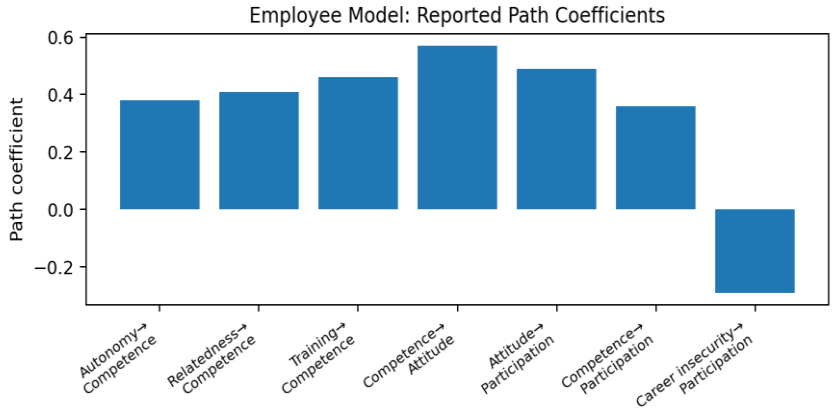
Analysis of Data

Hypothesised relationship	Coefficient	t-value	p-value	Decision
Autonomy → Competence	0.38	4.82	< .05	Supported
Relatedness → Competence	0.41	5.03	< .05	Supported
Training support → Competence	0.46	5.76	< .05	Supported
Competence → Attitude toward change	0.57	6.28	< .05	Supported
Attitude toward change → Participation	0.49	5.44	< .05	Supported
Competence → Participation	0.36	4.63	< .05	Supported
Career growth insecurity → Participation	-0.29	3.88	< .05	Supported

The strongest reported positive path is competence to attitude toward change (β = .57), followed by attitude toward change to participation (β = .49) and training support to competence (β = .46). The negative coefficient for career growth insecurity (β = −.29) indicates an inverse relationship with employee participation in the reported model.



Findings

Following are the findings of the study:

- Autonomy has a positive and statistically significant relationship with employee competence.
- Relatedness has a positive and statistically significant relationship with competence, indicating the relevance of supportive interpersonal connections in the reported model.
- Training support has a positive and statistically significant relationship with competence and is one of the stronger antecedents of competence in the model.
- Competence positively influences employees' attitude toward change and also has a direct positive relationship with participation.
- Attitude toward change positively influences participation, indicating that employees' responses to change are associated with their willingness to participate in merger-related organisational processes.
- Career growth insecurity is negatively associated with participation, showing that perceived insecurity regarding career progression may constrain employee involvement.

Conclusion

The employee evidence identifies a cluster of capabilities and supportive relationships, and training and attitudes towards organisational change, as being related to participation in the merger. Competence is placed at the center of the model as it is found to be positively related with attitude toward change and participation. It is also found that there is a negative relationship between career growth insecurity and participation. The results thus validate an employee-focused view of merger integration in which the integration of people and skills is linked to structural and technological integration. These findings are based on the empirical relationships reported in the study uploaded and the context of the study in Karnataka.

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Nil.

Conflicts of interest

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

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