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CRITICAL SUCCESS FACTORS OF THE FINANCIAL PERFORMANCE OF COMMERCIAL PRIVATE BANKS: A STUDY IN A DEVELOPING NATION

Abstract

This study's objective is to examine the impact of employee innovativeness, readiness to change, employee creativity, and learning capability on the financial performance of private banks in Bangladesh. The study involved 334 bank employees from three prominent private banks in Bangladesh. Those banks were selected with better ratings by the central bank and have several branches across the country. First, branch managers were contacted about this study and collected employee emails from each branch information desk. Then, email invitations were sent to each employee of the selected bank branches. This study involved branch managers, senior officers, officers, and junior bank executives. Past studies also considered senior and junior bank officers as they directly contribute to a bank's performance. The study utilized a methodical questionnaire to assess the three independent variables: employee innovativeness, readiness to change, and learning capability. The dependent variable in this study was financial performance, which was assessed through key financial indicators such as profitability and sales growth over three years. SPSS was utilized to conduct hypothesis testing by considering 95% confidence interval. Correlation results show that all three independent variables were significantly correlated with the bank's financial performance. The study's regression results suggest that bank employees' readiness to change (β value = 0.393) significantly impacts the bank's financial performance, followed by employee innovativeness (β value = 0.338). On the other hand, employees' learning capability (β value = 0.202) has the least significant impact on financial performance. Moreover, three independent variables explain 42.9% variance in bank financial performance.

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JEL Classification G21, L25, M12

INTRODUCTION

The banking industry plays a pivotal role within a nation's economy through its facilitation of financial intermediation, mobilization of savings, support of investment and economic expansion, and contribution to the overall development of the financial system. Commercial private banks' financial performance significantly influences a nation's economic growth and stability. The performance of private banks in Bangladesh, a developing nation experiencing economic growth, holds substantial implications for the country's overall financial system and the well-being of its financial sector. The banking industry in Bangladesh has undergone significant expansion over time, characterized by a growing presence of private banks catering to a diverse clientele (Kabir & Chowdhury, 2023). Commercial private banks play a pivotal role in a country's financial system by serving as intermediar-

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ies between individuals who deposit funds and those who borrow them (Zhang et al., 2022). The evaluation of the financial performance of these banks functions as a gauge for appraising the well-being and resilience of the entire banking industry, while also mirroring the broader economic circumstances of the nation (Gazi et al., 2022). The ability of private banks to achieve robust financial performance enables them to effectively attract deposits, provide competitive interest rates, extend credit to both businesses and individuals, and make significant contributions to the broader economic development. Nevertheless, during this expansion, the banking sector in Bangladesh encountered a multitude of challenges that have the potential to influence its financial performance. Despite the substantial expansion of private banks in Bangladesh, a dearth of comprehensive research exists in identifying and analyzing the pivotal determinants of their financial performance. Hence, a comprehensive examination of the distinct factors that impact the performance of banks in Bangladesh necessitates a focused investigation.

1. LITERATURE REVIEW AND HYPOTHESES

Financial performance has drawn significant interest in academic literature (Albertini, 2013), whereas the performance of the banking sector has remained largely unexplored. The discernment of critical success factors in the financial performance of private banks is of utmost importance for informed decision-making, strategic planning, and resource allocation. Past studies found several important factors of financial performance in the banking sector (Heffernan, & Fu, 2010). This study considers employee innovativeness, readiness to change and employees' learning capability as the critical success factors of the financial performance of the banking sector. This review section establishes the relationship of these three factors with the financial performance of the banking sector.

The importance of innovation in fostering organizational success and sustaining a competitive advantage cannot be overstated (Akgün et al., 2007). In the context of the financial services sector, known for its highly competitive nature and rapid technological advancements, employee innovativeness has become increasingly recognized as a crucial factor influencing the performance of financial institutions. Employee innovativeness (EMPINN) pertains to an individual's inclination to create and execute original ideas, procedures, or approaches within their professional setting (Hatak et al., 2016; Husain et al., 2016; Parzefall et al., 2008). Regarding behavior, innovative employees demonstrate proactive tendencies to introduce and implement their ideas (Schweisfurths & Raasch, 2018; Huhtala & Parzefall, 2007). Employees who demonstrate a high degree of cognitive flexibility exhibit the ability to deviate from conventional modes of thinking and actively explore novel possibilities (Ashiru et al., 2022; Craig et al., 2014; Abbas & Wu, 2019). Many scholarly investigations have examined the correlation between employee innovativeness and business performance within financial institutions. The findings of these studies consistently indicate a positive and statistically significant correlation between employee innovativeness and a range of performance indicators. Employees with heightened innovativeness are more inclined to produce inventive concepts, recognize novel prospects, and execute innovative resolutions that augment operational effectiveness, customer contentment, and financial achievement innovation (Tsai & Yang, 2013). Employee innovativeness (EMPINN) positively impacts financial performance indicators, specifically profitability and cost efficiency (Gibb & Haar, 2010). Employees who possess innovative qualities make valuable contributions to cost-saving initiatives, process enhancements, and the creation of innovative financial products and services (Schweisfurth & Raasch, 2018). Consequently, these contributions result in amplified revenues and diminishing operational expenses. Furthermore, their capacity to recognize and capitalize on market opportunities strengthens their market share and competitive edge.

Employee readiness to change (EMRCH) pertains to employees' psychological disposition when confronted with organizational change initiatives (Haque et al., 2016). The concept of this change encompasses the attitudes, beliefs, and behaviors employees exhibit about change (Alqudah et al., 2022). This includes their willingness to adopt new practices, embrace emerging technologies, and adapt to novel approaches in their work (Weeks et al., 2004).

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The readiness of employees to embrace change plays a pivotal role in determining the effectiveness and ultimate results of organizational change initiatives (Haffar et al., 2019). Employees with a high level of readiness to change demonstrate favorable attitudes towards the proposed change, perceiving it as essential and advantageous for their personal growth and an organization's overall success (Jones et al., 2005). Employees who possess a readiness for change are more inclined to adopt and endorse the change process, engaging in collaboration with their peers and making valuable contributions towards its effective implementation (Holt et al., 2007). An increasing body of scholarly research indicates a strong and noteworthy correlation between the preparedness of employees to embrace change and the overall performance of financial institutions. Employees with elevated readiness to change are more inclined to accept and effectively manage organizational changes, resulting in enhanced business performance. The positive impact of employee readiness to change on financial performance indicators is evident through its facilitation of implementing new practices, technologies, and strategies (Metwally et al., 2019; Rahman et al., 2021; Zayed et al., 2022). Employees who are willing to adapt exhibit heightened levels of motivation, engagement, and dedication towards change endeavors, leading to enhanced productivity, and efficiency (J. Lee & Y. Lee, 2018). Business institutions can effectively adapt and respond to market demands and regulatory requirements due to their willingness to readily adopt new processes and systems (Matthysen & Harris, 2018).

Employee learning capability (EMLCAP) pertains to an individual's ability to acquire and effectively utilize new knowledge, skills, and competencies within their professional environment (Chiva et al., 2007; Asheq et al., 2021). Cognitive functioning encompasses various mental processes, including information processing, knowledge acquisition, and problem-solving abilities (Zollo & Winter, 2002). It also involves the motivation and willingness to actively participate in ongoing learning endeavors (Calantone et al., 2002). Employee learning ability encompasses formal learning, which comprises structured training programs and educational courses, and informal learning, which transpires through on-the-job experiences, feedback mechanisms, and collaborative interactions with colleagues (Ambrosini et al., 2009). The available empirical data indicates a strong and statistically significant correlation between the capability of employees to learn and the overall performance of banks (Akram & Hilman, 2018). Employees with a higher level of cognitive aptitude are more inclined to make valuable contributions towards attaining organizational objectives and subsequently improve a bank's overall performance. Employees' learning capability positively impacts financial performance indicators as it enhances their knowledge and skills, resulting in heightened productivity, efficiency, and innovation (Salisu & Bakar, 2019). Moreover, the ability to learn enables the process of acquiring and sharing knowledge among various departments within a business organization, ultimately promoting the development of novel products or services (Mallén et al., 2016). Organizations with a workforce characterized by a high level of skill and the ability to adapt to dynamic market conditions while implementing optimal practices effectively are more aptly positioned to attain long-term profitability and a competitive edge (Siahaan & Tan, 2020).

This review has conducted a comprehensive analysis of the existing literature on Critical Success Factors and found employee innovativeness, readiness to change and learning capability as important factors that influence the financial performance of commercial private banks. The review also emphasizes the significance of effectively managing these critical success factors to attain long-term financial growth and a competitive edge in the banking sector.

This study aims to identify the critical success factors that influence the financial performance of banks. The study proposes the following hypotheses to achieve this objective.

H1: *Employee innovativeness (EMPINN) positively impacts a bank's financial performance (FINPERF).*

H2: *Employee readiness to change (EMRCH) positively impacts a bank's financial performance (FINPERF).*

H3: *Employee learning capability (EMLCAP) positively impacts a bank's financial performance (FINPERF).*

2. METHODS

The study's sample comprised bank employees employed in private banks located in Bangladesh. The target population comprised bank employees employed at privately owned banks nationwide. The study considered branch managers, senior officers, officers, and junior bank executives as survey respondents. Because past studies argued that higher and junior-level bank employees at the branch level directly affect bank performance. The study also considered 80 bank branches of three prominent private commercial banks in Bangladesh. Due to the confidentiality protocol of this study, the names of these banks are not disclosed. The sampling procedure refers to the method used to select a subset of individuals or units from a larger population for the. The researchers employed convenience sampling as the method for participant selection in this study. In the first phase of the study, a total of 80 bank branches were selected for inclusion, encompassing both urban and rural locations. A sample size of 500 employees was selected from these branches to join in the study. The sample size refers to the number of participants included in a study. At the same time, the response rate among the cohort of 500 employees surveyed, a comprehensive collection of 334 responses was obtained, resulting in a response rate of 66.80%. The final dataset for analysis consisted of a collected sample of 334 participants. The convenience sampling method was selected based on its practicality and the ease with which potential participants could be accessed – the process of gathering and acquiring data. The researchers used an online survey to gather data for the present study. A meticulously designed questionnaire was formulated to evaluate multiple variables of significance. The survey questionnaire was prepared by drawing upon relevant literature, as presented in Table 1.

Table 1. Sources for developing the survey questionnaire

Variables	Sources
Bank's Financial Performance	Dai et al. (2015)
Employee Innovativeness	Kafetzopoulos (2023)
Employee Readiness to Change	Katsaros et al. (2022)
Employee Learning Capability	Wang et al. (2018)

The research objectives and pertinent literature informed the construction of the questionnaire. The study variables were measured using Likert scale items, which enabled participants to rate their responses on a scale that ranged from 1 to 5, with higher scores indicating greater agreement or disagreement with the statements. The survey was administered using a web-based platform, and the participants were emailed the survey link. The participants were given explicit instructions regarding the completion of the study and were provided with reassurances regarding the confidentiality and anonymity of their responses. The data that was gathered was subjected to analysis using quantitative methodologies. Statistical analysis methods were implemented to investigate the associations and patterns among variables, including descriptive statistics, inferential statistics, and regression analysis. Data analysis was conducted using the statistical software IBM SPSS Statistics. The study employed regression analysis to examine the hypotheses. The Likert scale responses were considered interval data, enabling the application of regression models for statistical analysis.

Table 2. Reliability and validity analysis

Construct	Items	Loading	Cronbach (α) value
Employee innovativeness (EMPINN)	EMPINN1	0.887	0.908
	EMPINN2	0.985	
	EMPINN3	0.738	
	EMPINN4	0.836	
	EMPINN5	0.878	
	EMPINN6	0.947	
Employee readiness to change (EMRCH)	EMRCH1	0.936	0.830
	EMRCH2	0.739	
	EMRCH3	0.834	
	EMRCH4	0.835	
	EMRCH5	0.946	
	EMRCH6	0.835	
	EMRCH7	0.774	
Employee learning capability (EMLCAP)	EMLCAP1	0.948	0.709
	EMLCAP2	0.733	
	EMLCAP3	0.841	
Financial Performance (FINPERF)	FINPERF1	0.807	0.885
	FINPERF2	0.882	
	FINPERF3	0.982	
	FINPERF4	0.900	
	FINPERF5	0.902	

The objective of the regression analysis was to ascertain the associations between the independent and dependent variables. The present study aims to discuss the sample size and response rate, which are crucial considerations in research methodology. The reliability and validity of the measures are shown in Table 2.

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3. RESULTS

Table 3 presents demographic information of the bank officials who participated in the study (n = 334). It comprehensively overviews their demographic characteristics, educational backgrounds, branch location, job experience, and job status. In Table 3, the analysis of gender distribution in the sample group indicates a significant predominance of male participants, with 201 respondents accounting for approximately 60.2% of the entire sample. Conversely, the sample consists of 133 female participants, representing about 39.8% of the total. The data indicates that a minority of the sample, precisely 12 individuals (approximately 3.6%), have attained a high school education as their highest level of academic achievement. Approximately 30.5% of the surveyed population, specifically 102 individuals, hold an undergraduate degree. Approximately 64.4% of the sample, consisting of 215 individuals, have engaged in advanced studies and successfully acquired a postgraduate degree. Furthermore, a mere five individuals, accounting for approximately 1.5% of the total, have pursued and successfully obtained an M.Phil or Ph.D. degree. A total of 44 respondents were identified as holding the position of a branch manager (13.2%), 69 respondents were senior officers (20.7%), 104 were officers (31.1%), and 117 were junior officers (35.0%).

Table 3. Demographic information

Variables	Number	Percentage
Gender		
Male	201	60.2%
Female	133	39.8%
Education		
High school	12	3.6%
Undergraduate Degree	102	30.5%
Postgraduate Degree	215	64.4%
M.Phil/PhD degree	05	1.5%
Job Designation		
Branch Manager	44	13.2%
Senior Officer	69	20.7%
Officer	104	31.1%
Junior officer	117	35.0%
Branch location		
Urban level	224	73%
Rural level	84	27%
Job Experience		
Less than 05 years	67	20.1%
5 to 10 years	102	30.5%
More than 10 years	165	49.4%
Job Status		
Manager	80	24.0%
Senior Executive	80	24.0%
Officer	162	48.5%
Junior officer level	12	3.6%

Note: ** n = 334.

The dimension of branch location offers valuable insights into the dispersion of individuals across both urban and rural areas. According to the data, a significant proportion of the sample, specifically 224 individuals (approximately 73%), are situated in urban regions. On the other hand, a comparatively lesser proportion, comprising 84 individuals (about 27%), are located in rural regions. Additionally, Table 3 presents data regarding the employment history of the individuals. The data indicates that a significant proportion of individuals, specifically 67 individuals (approximately 20.1% of the total sample), possess less than 05 years of professional work experience. Approximately 30.5% of individuals, specifically 102 in number, have amassed a duration of experience ranging from 5 to 10 years. About 49.4% of the sample, consisting of 165 individuals, have accumulated job experience exceeding 10 years. Finally, the table provides an overview of the employment status of the individuals. The data reveals that a total of 80 individuals, comprising approximately 24.0% of the sample, occupy managerial positions, thus signifying a comparatively high degree of power and accountability. About 24.0% of the sample population, or 80 individuals, can be categorized as senior executives, denoting a comparable degree of seniority within the organizational hierarchy. The majority of the sample, consisting of 162 individuals (approximately 48.5%), can be classified as officers, indicating their probable occupation as professionals within the organization. In conclusion, the data reveals that a mere 12 individuals, comprising approximately 3.6% of the total sample, hold positions at the junior officer level. This finding suggests a comparatively diminished degree of seniority or expertise among this subset of individuals.

Table 4 displays the correlation matrix, which examines the interrelationships among the variables under investigation. The variable under investigation is financial performance, which serves as the dependent variable. The initial independent

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Table 4. Correlation matrix

Variables	Mean	SD	EMPINN	EMRCH	EMLCAP	FINPERF
Employee innovativeness (EMPINN)	4.024	0.689	1	–	–	–
Employee readiness to change (EMRCH)	4.382	0.752	0.489**	1	–	–
Employee learning capability (EMLCAP)	3.899	0.538	0.682**	0.537**	1	–
Financial Performance (FINPERF)	4.192	0.608	0.622**	0.406**	0.592**	1

Note: ***p* < 0.05 (*n* = 334).

variable in this study is employee innovativeness (EMPINN). The obtained correlation coefficient (r = 0.622, p < 0.01) suggests a significant positive association between financial performance (FINPERF) and the variable under consideration. The second independent variable in this study is referred to as employee readiness to change (EMRCH). The data reveals a statistically significant positive correlation (r = 0.406, p < 0.01) between the correlation coefficient and financial performance (FINPERF). The third independent variable in this study is the employee learning capability (EMLCAP). The obtained correlation coefficient (r = 0.592, p < 0.01) suggests a significant positive correlation between financial performance (FINPERF) and the variable under consideration.

Table 5. Model summary of regression analysis

Model	R	R^2	Adjusted R^2	S_e
1	0.655	0.429	0.423	0.30082
Independent variables:	employee innovativeness (EMPINN), employee readiness to change (EMRCH), employee learning capability (EMLCAP)			
Dependent Variable:	a bank's financial performance (FINPERF)			

Additionally, a regression analysis was conducted to examine the relationship between the dimensions of the independent and dependent variables. The R-squared value, as presented in Table 5, was determined to be 0.429, signifying that the collective independent variables explain 42.9% of the variance found in the dependent variable.

Table 6. Regression coefficient

Variables	*β* value	*t*-value	Sig.	Tolerance	VIF
(Constant)	0.286	2.004	0.000**	–	–
EMPINN	0.338	2.884	0.000**	0.849	2.945
EMRCH	0.202	1.992	0.000**	0.690	1.900
EMLCAP	0.393	5.078	0.000**	0.936	3.027

Note: Durbin-Watson value = 2.226; *p < 0.10; **p < 0.05 (n = 334).

Therefore, if the given values are substituted into the regression equation, it is expressed as:

$$Y = 0.286 + 0.338X_1 + \\ +0.202X_2 + 0.393X_3, \tag{1}$$

where Y – financial performance of a bank; X_1 – employee innovativeness; X_2 – employee ready to change; and X_3 – employee learning capability.

The p-value presented in Table 6 indicates whether the variables under consideration are making a statistically significant and distinctive contribution to the equation. When the *p*-value is less than or equal to 0.05, it indicates a statistically significant or positive relationship between the independent and dependent variables. Table 6 additionally demonstrates that the p-values associated with employee innovativeness (EMPINN), employee readiness to change (EMRCH), and employee learning capability (EMLCAP) are below the threshold of 0.05. This signifies that these three factors significantly influence a bank's financial performance (FINPERF).

4. DISCUSSION

The first hypothesis (*H1*) posits that there exists an association between the level of innovativeness displayed by employees (EMPINN) and the financial performance of banks (FINPERF) in the context of Bangladesh. The findings of the study demonstrated a strong connection between employee innovativeness and the financial performance of banks, indicating a positive relationship (β = 0.338, t-value = 2.884, p-value < 0.05). This result is backed up by a study by Nybakk (2012). The findings suggest that the level of employee innovativeness significantly influences the financial performance of banks, and a culture that fosters innovation is characterized by the encouragement of problem-solving, ongoing improvement, and the expansion of the organization. It is found that

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innovativeness is an important factor for driving the business firm's financial performance, as being innovative firms can obtain several benefits and those innovative features ultimately impact performance (Nybakk, 2012). The innovativeness of employees is a crucial factor in influencing a firm's financial performance by driving innovation, differentiation, and customer-centric approaches (Akgün et al., 2014). This, in turn, facilitates sustained success within a rapidly evolving industry. The second hypothesis (*H2*) posits that there is a discernible relationship between the readiness of employees to embrace change (EMRCH) and the financial performance of banks (FINPERF) within the specific context of Bangladesh, and *H2* is accepted (β = 0.202, t-value = 1.992, p-value < 0.05). The present finding is also pertinent to previous studies (Gaubatz & Ensminger, 2017; Ebben & Johnson, 2005). This result shows that bank employees who demonstrate increased levels of readiness to change are more inclined to accept organizational transformations and adjust to changing market dynamics (Alqudah et al., 2022). Employee readiness for change helps develop a strong internal drive to actively participate in the change process, which can significantly impact the overall performance of the organization. A bank's financial performance is significantly influenced by the preparedness of its employees to embrace change. The study's findings indicate that increased employee readiness to change positively impacts organizational outcomes (Vakola, 2014) such as financial performance.

When employees demonstrate a willingness to accept and integrate change, they are more inclined to wholeheartedly accept and support new initiatives, incorporate innovative practices, and adjust to the ever-evolving dynamics of the market. This improves the bank's capacity to fulfill customer requirements, distinguish itself in the market, and attain a competitive advantage. In addition, the preparedness of employees to embrace change fosters a culture centered around the needs and preferences of customers, resulting in heightened levels of customer satisfaction, loyalty, and retention. Moreover, the preparedness of employees to embrace change plays a crucial role in fostering organizational learning, facilitating the exchange of knowledge, and promoting collaboration (O'Reilly & Tushman, 2008). Consequently, this leads to enhanced efficiency, reduced costs, and improved overall performance. Hence, the cultivation of employee preparedness for change is imperative for banks to attain enduring financial prosperity within a dynamic and competitive sector. Moreover, the preparedness of employees to embrace change cultivates a corporate environment characterized by adaptability, promptness, and ongoing enhancement. This, in turn, empowers banks to effectively navigate disturbances within the industry, capitalize on favorable circumstances, and attain enduring financial prosperity. The third hypothesis (*H3*) suggests that there is a relationship between the employee learning capability (EMLCAP) and the financial performance of banks (FINPERF) within the specific context of Bangladesh and *H3* is accepted (β = 0.393, t-value = 5.078, p-value < 0.05). The present finding is also pertinent to previous studies (Jehangir et al., 2012; Goh et al., 2012). The findings indicate that individuals who possess robust learning capabilities exhibit greater adaptability in response to shifts in market conditions, technological advancements, and customer preferences. Individuals are inclined to engage in innovation, enhance operational procedures, and provide services of superior quality at a higher probability. This facilitates a bank's capacity to fulfill customer requirements, attain a competitive advantage, and ultimately enhance its financial performance. Business organizations that exhibit a learning orientation have the capacity to consistently introduce innovative products and services, enabling them to acquire and maintain competitive advantages, ultimately resulting in elevated levels of financial performance (Cho & Lee, 2020). Additionally, the establishment of a culture that promotes ongoing learning and the exchange of knowledge results in enhanced operational effectiveness, heightened employee involvement, and increased job contentment, thereby making a significant contribution to the financial prosperity of the bank. Hence, the imperative of investing in employee learning capability becomes evident for banks that aspire to attain enduring financial performance within a dynamic and fiercely competitive industry.

CONCLUSION

The purpose of this study is to identify the critical success factors that would impact the financial performance of private banks in the context of Bangladesh. The extant literature has identified three key factors that have been found to significantly contribute to bank performance: employee innovativeness, readiness to change, and learning capability. The research utilized a sample size of 334 banking employees employed in the banking sector. A regression analysis was conducted to investigate the correlation between these variables and a bank's financial performance. The results obtained from the regression analysis indicated that employee innovativeness, readiness to change, and learning capability were found to be statistically significant predictors of bank financial performance. This suggests that financial institutions that employ individuals who demonstrate higher levels of innovativeness, willingness to adapt to change, and aptitude for acquiring new knowledge are more likely to attain improved financial results. The findings of this study are consistent with previous research conducted in the field, emphasizing the significance of these factors in influencing the performance of banks. The results highlight the significance of fostering a favorable organizational climate that encourages innovation, embraces change, and prioritizes ongoing learning. By utilizing these essential determinants of success, financial institutions have the potential to improve their financial performance, maintain competitiveness in the market, and make significant contributions to the overall growth and stability of the banking sector in Bangladesh.

IMPLICATIONS

The implications of the findings from this research study hold significant relevance for bank managers and leaders operating in the context of Bangladesh. The key determinants of bank financial performance, specifically employee innovativeness, willingness to adapt, and learning capacity, offer practical insights that can inform managerial decision making and strategies to improve overall organizational performance. To begin with, bank managers must give utmost importance to cultivating an environment that promotes innovation within their respective organizations. This entails establishing a conducive atmosphere that fosters employee engagement in generating and implementing innovative concepts. Managers can foster innovation within an organization by allocating resources and offering support for experimental endeavors, creating platforms that facilitate the exchange of ideas, and acknowledging and incentivizing innovative contributions. By fostering a culture that encourages and supports employees' creative thinking and problem-solving abilities, banks can stimulate the development of new and improved products and processes. This, in turn, can enhance an organization's financial performance. Additionally, managers must acknowledge the significance of change readiness in attaining organizational success. Adopting change is imperative for banks to respond effectively to shifting market dynamics and maintain a competitive edge. Managers can promote change readiness within an organization by proficiently communicating the underlying reasons and advantages of organizational changes.

Additionally, they can offer training and development initiatives to augment the skills and capabilities of employees. Furthermore, managers can engage employees in the change process by encouraging active participation and soliciting feedback. By fostering a culture that encourages a positive mindset towards change and cultivating adaptable employees, banks can successfully navigate through periods of transition and ultimately enhance their financial performance.

AUTHOR CONTRIBUTIONS

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