

PERPUSTAKAAN UNIVERSITI MALAYA

THE ROLE OF MANAGERS IN  
THE MANAGEMENT OF CHANGE:  
A STUDY OF BANK PERTANIAN MALAYSIA  
AND PHILEO ALLIED BANK BERHAD

BY

S.NITHYANATHAN A/L SUPREMANIAM

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***DEDICATED TO MY BELOVED PARENTS***

*QUALITY HAS CHANGED THE WAY WE MANAGE OUR BUSINESS. WE  
WOULD NOT EXIST TODAY HAD WE NOT CHANGED.*

*DAVID T. KEANS  
CEO, XEROX CORPORATION*

*THERE IS NOTHING PERMANENT EXCEPT CHANGE.*

*HERACLITUS (535-475 BC)*

*TODAY, LOVING CHANGE, TUMULT, EVEN CHAOS, IS A PREREQUISITE FOR  
SURVIVAL, LET ALONE SUCCESS.*

*TOM PETERS*

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## **ABSTRACT**

Change is an unavoidable feature in life. It is a prerequisite for organisations survival let alone its success. A proper management of change can be a source of vitality for the continued survival of an organisation. The most important element in the management of change is the change leader. They are people who can either build or break the rhythm of change in an organisation. So corporate leaders should carefully entrust change programs in the hands of change leaders.

This research studies the role of managers in the management of change. This study also examines the type of workforce in an organisation and how they respond to constant changes. A total of 210 questionnaires were distributed to Bank Pertanian Malaysia and Phileo Allied Bank with a response rate of 39 percent and 75 percent respectively.

The study concludes that the manager's role in communicating, training and supporting the new changes is crucial in the management of change. The study also highlighted that the tempo of change management depends on the type of change managers. Another important finding was that proper resistance management by the managers also contributes to the success of the change management. In other words people empowerment and treating change as a duality management are the keys to successful change in an organisation. Finally the commitment and perseverance shown by the top management will enhance the acceptance of the new change by the workforce. On the other hand targeting on short term results will unnecessarily pressure the employees thus increasing their resistance on the new changes.

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## LIST OF ABBREVIATIONS

ABB	Asea Brown Boveri
ATM	Automated Teller Machine
BPM	Bank Pertanian Malaysia
BPR	Business Process Reengineering
CEO	Chief Executive Officer
ECR	Export Credit Refinancing
EXIM Bank	Export and Import Bank of Malaysia
GDP	Gross Domestic Product
JIT	Just In Time
KLSE	Kuala Lumpur Stock Exchange
MBO	Management by Objective
MNC	Multi National Corporation
NEP	New Economic Policy
NFPE	Non Financial Public Enterprises
NGO	Non Governmental Organisation
OD	Organisation Development
O&M	Organisation and Method
PAB	Phileo Allied Bank
PMO	Performance Management Objective
R&D	Research and Development
TQM	Total Quality Management