

CHAPTER FIVE

SUMMARY OF THE QUESTIONNAIRE SURVEY

This chapter presents an overall analysis of the questionnaires. As mentioned earlier, this research is focused on the role of managers in the management of change in Phileo Allied Bank Berhad and Bank Pertanian Malaysia. The questionnaires are divided into five sections. Part A analyses the personal particulars of the respondents, Part B measures the organisation culture, Part C the type of change leadership and managers' perception in managing change, Part D the individual self-achievement and complacency and finally Part E measures the perception of employees towards change.

5.1 PERSONAL PARTICULARS OF THE RESPONDENTS

This section analyses the personal particulars of the respondents. A total number of 111 completed questionnaires were analysed. Table 5.1 shows the distribution of questionnaires to the departments in both Phileo Allied Bank and Bank Pertanian Malaysia. Phileo Allied Bank has a response rate of 50 percent from the Business Development department and 16.6 percent from PalDirect, Human Resource and Research and Development (R&D) departments respectively. Bank Pertanian Malaysia on the other hand is represented by all departments except the PalDirect which is exclusively for Phileo Allied Bank. The highest response rate is from the human resource (29.4 percent) next are audit department (17.6 percent), Research and Development (R&D) 15.7 percent and Organisation and Methods (O&M) 11.8 percent. As Phileo Allied Bank is a relatively new bank the major change programs can only be found on the surveyed departments as shown in table 5.1 while the other departments and operations are similar to most commercial banks. However, Bank Pertanian Malaysia which moved into the aggressive era in 1991 has changes in almost all its departments (for further discussion on Phileo Allied Bank & Bank Pertanian Malaysia, please refer to Chapter 4).

Table 5.1 : Distribution of Questionnaire to Departments

	PHILEO ALLIED BANK		BANK PERTANIAN MALAYSIA	
Department	No. of Response	(%)	No. of Response	(%)
PalDirect	10	16.6	-	-
Business Development	30	50	5	9.8
Human Resource	10	16.6	15	29.4
Accounts	-	-	3	5.9
Audit	-	-	9	17.6
O&M	-	-	6	11.8
R&D	10	16.6	8	15.7
Legal	-	-	5	9.8
Total	60	100	51	100

Table 5.2 : Distribution of Respondents by Sex

Sex	PHILEO ALLIED BANK		BANK PERTANIAN MALAYSIA	
	No. of Response	(%)	No. of Response	(%)
Male	25	41.6	24	47.1
Female	35	58.3	27	52.9
Total	60	100.0	51	100.0

Table 5.2 highlights the distribution of respondents by sex. Both the banks show a high response rate by female respondents of 58.3 percent & 52.9 percent on Phileo Allied Bank and Bank Pertanian Malaysia respectively. The male respondents are 41.6 percent in Phileo Allied Bank and slightly higher (47.1 percent) in Bank Pertanian Malaysia.

Table 5.3 : Distribution of Respondents by Ethnic Group

Race	PHILEO ALLIED BANK		BANK PERTANIAN MALAYSIA	
	No. of Response	(%)	No. of Response	(%)
Malay	22	36.6	49	96.1
Chinese	38	63.3	2	3.9
Total	60	100.0	51	100.0

The majority of respondents in Phileo Allied Bank are Chinese which is 63.3 percent of the total population surveyed while 36.3 percent is Malay and no Indians were found in the surveyed department. Both Pal Direct and Business Developments deal in high technology banking via personal computer. As the target market for this product is mainly Chinese, a majority of Chinese employees are found in these departments. Bank Pertanian Malaysia on the other hand is a government owned entity shows a majority number of Malay respondents of 96.1 percent and only 3.9 percent are Chinese and none are Indians.

Table 5.4 : Distribution of Respondents by Education Level

	PHILEO ALLIED BANK		BANK PERTANIAN MALAYSIA	
Educational Level	No. of Response	(%)	No. of Response	(%)
Secondary	-	-	12	23.5
College/STPM	18	30.0	12	23.5
Tertiary	42	70.0	27	53.0
Total	60	100	51	100

Table 5.4 shows the respondents education level. Phileo Allied Bank's respondents are 70 percent tertiary educated as compared to only 53 percent in Bank Pertanian Malaysia. Both the bank have a relatively similar middle level educated workforce as shown in 30 percent of the survey workforce in Phileo Allied Bank and 23.5 percent in Bank Pertanian Malaysia. However, Phileo Allied Bank recorded none of secondary educated workforce on the survey samples while Bank Pertanian Malaysia has 23.5 percent secondary educated workforce. Most tertiary educated employees in Phileo Allied Bank are young graduates as opposed to Bank

Pertanian Malaysia where most of them are middle aged graduates, who joined the bank when it first started operation in 1970.

Table 5.5 : Distribution of Respondents by Nature of Work

Nature of Work	PHILEO ALLIED BANK		BANK PERTANIAN MALAYSIA	
	No. of Response	(%)	No. of Response	(%)
Clerical	16	26.6	16	31.4
Officer	31	51.6	25	49
Manager	10	16.6	4	7.8
Senior Manager	3	5.0	3	5.9
Unit Manager	-	-	2	3.9
Accountant	-	-	1	2.0
Total	60	100.0	51	100.0

The respondents nature of work is highlighted in table 5.5 where the majority of respondents are in the officers category which is 51.6 percent in Phileo Allied Bank and 49.0 percent in Bank Pertanian Malaysia. Managers including the senior positions such as senior managers, unit manager and accountant constitute 21.6 percent in Phileo Allied Bank while only 19.6 percent was surveyed in Bank Pertanian Malaysia. The clerical response in Bank Pertanian Malaysia (31.4 percent) is slightly higher than Phileo Allied Bank (26.6percent). Young graduates

constitutes the majority of the officers position while in Bank Pertanian Malaysia this position is mainly from rank and file promotion.

The senior managerial position has varied functions in Bank Pertanian Malaysia as opposed to Phileo Allied Bank which only has managers and senior managers. This may be an indication of clear and simple flow of authority in Phileo Allied Bank while Bank Pertanian Malaysia with a complex organisation structure has more senior positions.

Table 5.6 : Distribution of Respondents by Age

Age	PHILEO ALLIED BANK		BANK PERTANIAN MALAYSIA	
	No. of Response	(%)	No. of Response	(%)
20-24	20	33.3	3	5.9
25-30	25	41.6	8	15.7
31-35	7	11.6	9	17.6
36-40	4	6.6	17	33.3
More than 40	4	6.6	14	27.5
Total	60	100.0	51	100.0

Table 5.6 shows the respondents' age group. Phileo Allied Bank has a majority of young workforce of below 30 years old (74.9 percent) as mentioned earlier in table 5.4 where most of them are young graduates. Bank Pertanian Malaysia's majority workforce is from the

older generation of 35 and above which forms 60.8 percent of the total workforce surveyed. The middle aged group 31 to 35 years old is relatively similar in both banks.

Table 5.7 : Distribution of Respondents by Income

Income (RM)	PHILEO ALLIED BANK		BANK PERTANIAN MALAYSIA	
	No. of Response	(%)	No. of Response	(%)
500-1,500	15	25.0	16	31.4
1,501-2,500	30	50.0	18	35.3
2,501-3,500	10	16.6	7	13.7
More than 4,000	5	8.3	10	19.6
Total	60	100.0	51	100.0

The majority of respondents in both banks earn an income level of RM500 to 3,50. 25 percent of the respondents earn an income of RM500-1,500 in Phileo Allied Bank and a slightly higher of (31.4 percent) of the similar level is in Bank Pertanian Malaysia. Bank Pertanian also recorded a higher rate of 19.6 percent of high-income employees compared to only 8.3 percent in Phileo Allied Bank. The result from table 5.5 where Bank Pertanian Malaysia has more senior positions translate into more high income employees, while Phileo Allied Bank shows a lesser figure of only 8.3 percent

4.2 ORGANISATION CULTURE

This part looks into the organisation culture of both banks. Analysis of the organisation culture is important to determine the extend of change that would be compatible to the organisation whether it should be incremental or transformational change. Questions in this section measures the type of culture either emphasising on team work or individual work performance.

The interest shown by the workforce in other department's activities and their perception of importance of teamwork in the organisation is shown in table 5.9. Both bank staffs view that it is important to know what happens in other department. This is shown in their response of 91.6 percent in Phileo Allied Bank and 98.0 percent in Bank Pertanian Malaysia. Only a minimal number of employees, 8.3 percent in Phileo Allied Bank and 2 percent in Bank Pertanian Malaysia perceive it is not important. The high response shows that both banks posses teamwork values and this is further consolidated by the next response. 86.6 percent of Phileo Allied Bank's staff acknowledged the importance of teamwork to the organization while only 13.3 percent disagree. Bank Pertanian Malaysia also recorded a high response of 91.6 percent acknowledging the importance of teamwork.

Table 5.10 surveys the overall work relation in the organisation. 20 percent of Phileo Allied Bank's staff responded that work relation in their bank is excellent while on the other end Bank Pertanian Malaysia recorded only 13.7 percent. The next response of the work relation is "good" has a majority response in both banks. Bank Pertanian Malaysia has a higher number of employees stating that work relation is just moderate (27.5 percent) while Phileo Allied Bank's response is only 16.5 percent. In general work relation is generally "conductive" in both banks.

Table 5.9 : Teamwork in the Organisation

	BANK PERTANIAN MALAYSIA				PHILEO ALLIED BANK										
	1	%	2	%	3	%	4	%							
Interest in other department's activities	15	25	40	66.6	5	8.3	-	-	12	23.5	38	74.5	1	2	-
Importance of teamwork in the Organisation	38	63.3	14	23.3	8	13.3	-	-	33	64.7	16	31.4	2	3.9	-

Note : 1 - Very Important, 2 - Important, 3 - Not Important, 4 - Not at all Important

Table 5.10 : Work Relation in the Organisation

	BANK PERTANIAN MALAYSIA				PHILEO ALLIED BANK										
	1	%	2	%	3	%	4	%							
Work relation in the organisation	12	20	38	63.3	10	16.5	-	-	7	13.7	30	58.8	14	27.5	-

Note : 1 - Excellent, 2 - Good, 3 - Moderate, 4 - Poor

Table 5.11 : Rank on Factor That Affect Work Performance

BANK PERTANIAN MALAYSIA

PHILEO ALLIED BANK

	Rank 1 %	Rank 2 %	Rank 3 %	Rank 4 %	Rank 5 %	Rank 6 %	Rank 1 %	Rank 2 %	Rank 3 %	Rank 4 %	Rank 5 %	Rank 6 %
• Personal Aspiration	50.0	8.3	-	24.9	8.3	8.3	45.1	7.8	9.8	9.8	9.8	17.6
• Discussion Of Ideas	5.0	11.6	16.6	53.3	5.0	8.3	7.8	39.2	23.5	13.7	7.8	7.8
• Competition with Colleagues	8.3	6.0	10.0	11.6	5.0	5.0	7.8	9.8	47.1	13.7	13.7	7.8
• Recognition of Individual Performance	21.6	20.0	43.3	3.3	6.6	5.0	3.9	47.1	5.9	25.4	7.8	9.8
• Recognition of Team-work Performance	16.6	16.6	20.0	13.3	3.3	30.0	3.9	5.9	15.7	9.8	37.3	27.5
• Colleagues' Support	16.6	16.6	33.3	13.3	13.3	6.6	3.9	5.9	41.2	7.8	7.8	33.3

Next, table 5.11 shows the result of factor that affect work performance. The respondents are required to rank the six factors that might have an impact on their work performance. In contrast to the high response in both banks acknowledging teamwork (table 5.9) a majority of respondents choose personal aspirations as rank 1 in factors that affect their work performance. 50 percent of Phileo Allied Bank's respondents and 45.1 percent from Bank Pertanian Malaysia feel that choosing personal aspirations would enhance their work performance.

Discussion of ideas and competing with their colleagues scored a lesser response where only 13.3 percent ranked it the top in Phileo Allied Bank while Bank Pertanian Malaysia has a response rate of 15.6 percent. Most staff do not view these factor to have an impact on their performance.

Phileo Allied Bank recorded a high response in recognition for individual performance at 21.6 percent while the figure is very low in Bank Pertanian Malaysia (3.9 percent). Phileo Allied Bank with a high number of young graduates and specializing in high technology banking services seems to emphasize more on personal aspiration of the employees and recognition of individual performance in the bank. Bank Pertanian Malaysia although recorded 45.1 percent on personal aspiration only has a response rate of 3.9 percent in recognition of individual work performance. Most of the workforce here seems to be quite uncertain as even the recognition of teamwork performance and colleagues support is only 3.9 percent. They are neither more supportive to individual efforts not team work efforts. However, 27.5 percent answered that teamwork performance is least important in their daily work and 9.8 percent responded that individual recognition is least important. So, it may be concluded that most work force in Bank Pertanian Malaysia are still quite supportive to individual glory. Phileo Allied Bank's workforce also place more importance on individual performance as the high response rate of 50 percent in personal aspiration, 21.6 percent in recognition of individual performance and a low response of 16.6 percent in both team work effort and colleagues support.

Table 5.12 : Impact of Better Team Work to Organisation

	PHILEO ALLIED BANK (%)	BANK PERTANIAN MALAYSIA (%)
Improved organisation performance	63.3	86.2
Higher workload	-	5.9
Greater bureaucracy	1.6	3.9
Improved job satisfaction	37.5	56.9
Slower decision making	-	3.9
Better communication	62.5	29.4
Improved individual work performance	37.5	35.3
Better customer service	43.8	43.1
Duplication of activities	6.3	2.0
Clearer roles & responsibilities	31.3	23.5

Table 5.12 shows the response on the impact of teamwork to an organisation. Majority of Phileo Allied Bank (63.3 percent) and Bank Pertanian Malaysia's (86.2 percent) respondents agree that better teamwork will lead to improved organisation performance. The teamwork culture also will strengthen the communication in the organisation where 62.5 percent of Phileo Allied Bank's staff agreed however only 29.4 percent of Bank Pertanian Malaysia's staffs feel that teamwork will lead to better communication in the organisation.

Bank Pertanian Malaysia's employees also feel that with more teamwork the workload will be higher (5.9 percent) while none of the Phileo Allied Bank's respondents agree with this statement. Teamwork also does not contribute to greater bureaucracy as only 1.6 percent of Phileo Allied Bank agreed to this statement while the figure is slightly high (3.9 percent) in Bank Pertanian Malaysia.

Better teamwork also will lead to quick decision making as none of Phileo Allied Bank's staff agreed that it will slower the decision making process. Bank Pertanian Malaysia, however, recorded a 3.9 percent response to this statement.

Both the banks feel that teamwork culture will improve the individual performance and lead to better customer service. Phileo Allied Bank response to the individual performance is 37.5 percent while the figure is almost similar in Bank Pertanian Malaysia (35.3 percent). 43.8 percent and 43.1 percent of both banks employees agreed that teamwork will improve customer service.

Duplication of activities will be reduced should better teamwork prevails. This can be seen in the low response of duplication of activities by both of the banks. Phileo Allied Bank's response is 6.3 percent and Bank Pertanian Malaysia recorded a 2.0 percent.

Finally, teamwork will also provide clearer roles and responsibility to the employees. 31.3 percent of Phileo Allied Bank staffs and 23.5 percent of Bank Pertanian Malaysia indicated their support to the teamwork which contributes to clearer roles and responsibility.

In conclusion, both banks feel that better teamwork will develop positive work culture in improving organisation performance, better communication, improved individual performance, better customer service and clearer roles and responsibilities. However, the

bureaucratic environment in Bank Pertanian Malaysia leads their staff to perceive that teamwork will also lead to higher workload and greater bureaucracy.

Table 5.13 : Opinion on Innovation Culture In the Organisation

	PHILEO ALLIED BANK (%)	BANK PERTANIAN MALAYSIA (%)
Greater investment and research	56.2	51.0
Attention to workforce	31.2	41.2
Risk taking	31.2	19.6
Clear organisation's long run goals	75.0	60.1

Table 5.13 are the opinions on how to promote an innovation culture in the organisation. Greater investment and research has higher response of 56.2 percent in Phileo Allied Bank and 51 percent in Bank Pertanian Malaysia. Both organisations invested heavily to upgrade their services. Phileo Allied Bank is currently active in opening new branches and emphasizes in high technology banking. Bank Pertanian Malaysia on the other hand revamped their entire structure to move into the aggressive era (1991 to current).

Although greater investment is important clear organisation's long run goal is more crucial. 75 percent of respondent in Phileo Allied Bank are 60.1 percent in Bank Pertanian Malaysia agreed to this statement. Without clear long run goal no amount of technology and R&D will aid in promoting an innovation culture. Apart from that attention to workforce and risk taking is also important. Bank Pertanian Malaysia has a higher response of 41.2 percent in attention to workforce, they, however, are not very much in favour of risk taking where only 19.6 percent of response is received.

4.3 THE CHANGE LEADER

This section will analyze the type of change leadership and managers perception on managing change in the organisation. The three types of leaderships are planners, resisters, and initiators. All three types are important in managing change, however, the biasness towards any one of them will determine how well the programs are executed.

Table 5.14 : The Type of Change Leadership

	PHILEO ALLIED BANK		BANK PERTANIAN MALAYSIA	
Type of Leadership	No. of Response	(%)	No. of Response	(%)
Planner	4	30.8	6	60.0
Resistor	2	15.4	2	20.0
Initiator	7	53.8	2	20.0
Total	13	100.0	10	100.0

Table 5.14 shows the type of change leadership. 30.8 percent of Phileo Allied Bank's managers are planners while a higher response of 60.0 percent was recorded in Bank Pertanian Malaysia. Planner managers study the market trend from the past to initiate any new changes.

In contrast, Phileo Allied Bank has a majority of 53.8 percent initiator managers while Bank Pertanian Malaysia has only 20.0 percent. Initiator managers are an aggressive people who place more importance on executing the change than the staff welfare and perception.

Finally, Bank Pertanian Malaysia also has more resisters (20.0 percent) as compared to Phileo Allied Bank (15.4 percent). In conclusion, change programs might be well executed in Phileo Allied Bank as they have more initiators and less resisters compared to Bank Pertanian Malaysia.

Table 5.15 further analyses the managers' perception on managing change in the organisation. Both bank has high response rate in empowerment of people and friendly influence that lead to low resistance level. 76.9 percent of Phileo Allied Bank's managers strongly agree to people empowerment while 60.0 percent of Bank Pertanian Malaysia's managers feel the same. The result is equally high in friendly influence in both banks. Punishing people to maintain low resistance level is not popular in both banks where 53.8 percent of Phileo Allied Bank's managers and 70 percent of Bank Pertanian Malaysia's managers strongly disagree.

As for support of management in the change process, 76.9 percent managers in Phileo Allied Bank agree to this statement and 70 percent managers agree in Bank Pertanian Malaysia. Surprisingly all the managers in Phileo Allied Bank also agree that the management is easily demoralize by minor setbacks and the management also shows low commitment level (76.9 percent). Bank Pertanian Malaysia 's managers seem uncertain whether the management is demoralized by minor setbacks as their response is 50 percent agreeing and another 50% disagreeing. 80 percent of the managers, however, agree that management shows low commitment level in managing change.

5.15 : Manager's Perception on Managing Change in the Organisation

PHILEO ALLIED BANK

BANK PERTANIAN MALAYSIA

	1	(%)	2	(%)	3	(%)	4	(%)	1	(%)	2	(%)	3	(%)	4	(%)
People empowerment will ensure low resistance level	10	76.9	3	23.1	-	-	-	-	6	60.0	4	40.0	-	-	-	-
Punish people to maintain low level resistance level	-	-	-	-	6	46.2	7	53.8	-	-	-	-	3	30.0	7	70.0
Friendly influence will ensure smooth change management	10	76.9	3	23.1	-	-	-	-	2	20.0	8	80.0	-	-	-	-
Management provide enough support	-	-	10	76.9	3	23.1	-	-	7	70.0	3	30.0	-	-	-	-
Management is easily demoralised by minor setback in managing change	-	-	13	100	-	-	-	-	1	10	4	40	4	40	1	10
Management show low commitment level	-	-	10	76.9	-	-	3	23.1	2	20.0	6	60	2	20	-	-
Manager should be given 'power' to manage effective change in organisation	-	-	13	100	-	-	-	-	5	50	5	50	-	-	-	-

Note : 1 - Strongly agree, 2 - Agree, 3 - Disagree, 4 - Strongly Disagree

Both organisations' managers also want to be given "power" to manage effective change as depicted in their response of 100 percent in Phileo Allied Bank and Bank Pertanian Malaysia.

In conclusion, irrespective whether it is public or private sector involving the employees or people empowerment will reduce the resistance level in the change management. Punishing staff in order to maintain a low resistance level is ineffective. Management though provides enough support should not be demoralized by minor setbacks or possess low commitment level. Providing managers "power" will also enhance the change management process.

The type of power and their importance in managing change is shown in table 5.16. 61.5 percent of Phileo Allied Bank's managers ranked charismatic power as most important type of power and only 15.4 percent view the coercive power is important. Bank Pertanian Malaysia's managers prefer expert power (50 percent) and next is the charismatic power in rank two (60 percent). Other power like reward and information are not popular where only 23.1 percent of Phileo Allied Bank's managers ranked in on top and none of them in Bank Pertanian Malaysia. Information power only managed to collect 30 percent response rate from Bank Pertanian Malaysia while no response is recorded as important in Phileo Allied Bank.

4.1 EMPLOYEES' SELF-ACHIEVEMENT

This section will analyse the self-achievement of the employees in both banks. Employees' self-achievement will have an impact on their responsiveness to changes in the organisation.

Table 5.17 are the questions to determine employees' self-achievement. Bank Pertanian Malaysia has a response of 9.8 percent of employees stating that their success compared to colleagues is excellent while no such response is recorded in Phileo Allied Bank,

e 3.10 : Rank on the Importance of Power in Managing Change

PHILEO ALLIED BANK

BANK PERTANIAN MALAYSIA

Types of Power	Rank (%)					Rank (%)				
	1	2	3	4	5	1	2	3	4	5
Charismatic	61.5	-	-	23.1	15.4	-	60	20	10	10
Expert	-	61.5	23.1	15.4	-	50	10	-	10	- 30
Coercive	15.4	15.4	61.5	-	20	20	20	40	10	-
Reward	23.1	23.1	-	-	53.8	-	10	50	20	20
Information	-	-	23.1	53.8	23.1	30	-	20	20	30

93.3 percent of the workforce rate their performance as fairly well. However, more employees of Phileo Allied Bank have faith in their bank where 13.3 percent responded it is excellent while only 2 percent of such response is found in Bank Pertanian Malaysia. The majority of Bank Pertanian Malaysia's staff rate their bank as fairly well (45.1 percent).

More of Bank Pertanian Malaysia's employees perceive that their performance in this bank as excellent while 41.2 percent and 49 percent view them as good and fairly well respectively. Phileo Allied Bank has majority of its staff thinking that their performance is only good (71.6 percent). Most of them (55.5 percent) also perceive their performance as fairly well compared to their ability. Bank Pertanian Malaysia on the other hand has more staff thinking that their performance as excellent (7.8 percent) and good (37.3 percent).

The high response of excellent in Bank Pertanian Malaysia might indicate that there are more enlightened professor in the organisation. As mentioned earlier, the enlightened professors are both high in self-achievement and complacency. They are contented with their position and do not aspire to move further. Alternatively, Phileo Allied Bank has more good and fairly well answers which might be concluded that it has more continuous achievers. This set of people are hungry for success and are more responsive to changes.

More Bank Pertanian Malaysia's employees feel that they should be given a lot of training (13.7 percent) compared to only 8.3 percent in Phileo Allied Bank as shown in table 5.18.

Phileo Allied Bank's employees also have a high career goal where 66.6% aspires to move to the senior management position while only 31.4 percent of Bank Pertanian Malaysia's employees eyes the similar position. Table 5.19 also shows Phileo Allied Bank has lower number of employees (8.3 percent) who want to remain at current position compared to 15.7 percent in Bank Pertanian Malaysia.

Overall 93.3 percent of Phileo Allied Bank's staff willing to sacrifice to achieve their career goal while the figure is slightly lower in Bank Pertanian Malaysia (82.4 percent) as shown in table 5.20.

Table 5.21 highlights the perception of employees towards the change management in their organisation. Majority of Phileo Allied Bank's employees (93.3 percent) agree that they are happy with the new changes and only 6.6 percent disagree. Most of them also perceive that change is important with 93.3 percent of response disagreeing that they should go back to the good old days. However, Bank Pertanian Malaysia has only 11.8 percent employees are happy with the changes and more (17.8 percent) agreeing that they should be back to the olden days.

Majority (78.3 percent) of Phileo Allied Bank's employees feel that change is well communicated in their organisation while only 52 percent of staffs in Bank Pertanian Malaysia feel the same. Phileo Allied Bank's staffs also strongly disagree that new change is unnecessary (61.6 percent). 21.6 percent of Bank Pertanian Malaysia's work force feels that change is not necessary for their organisation.

Both banks, however, agree that structured training should be conducted before any new changes are implemented. This is shown in 83.3 percent agreeing in Phileo Allied Bank and 82.3 percent in Bank Pertanian Malaysia.

86.6 percent of Phileo Allied Bank's staff are happy with the rewards if the new changes are successful, similar response is depicted in Bank Pertanian Malaysia. Bank Pertanian Malaysia's management gives better recognition to their employees contribution in the change process (64.7 percent) as compared to only 50 percent in Phileo Allied Bank.

Table 5.18 : Training Needs to Employees

BANK PERTANIAN MALAYSIA

PHILEO ALLIED BANK

	1	%	2	%	3	%	4	%	1	%	2	%	3	%	4	%
How much training is needed to improved work skills	5	8.3	7	11.6	48	80.0	-	-	7	13.7	2	3.9	41	80.4	1	2.0

Note : 1 - A Lot of Training, 2 - Just Enough, 3 - Periodical Training, 4 - No Training Needed

Table 5.19 : Employees Career Goal

BANK PERTANIAN MALAYSIA

PHILEO ALLIED BANK

	1	%	2	%	3	%	4	%	1	%	2	%	3	%	4	%
How high do you wish to reach in your career	-	-	15	25.0	40	66.6	5	8.3	10	19.6	17	33.3	16	31.4	8	15.7

Note : 1 - Officer Level, 2 - Managerial Level, 3 - Senior Management, 4 - Remain at Current Position

Table 5.20 : Sacrifice to Achieve Career Goal

BANK PERTANIAN MALAYSIA

PHILEO ALLIED BANK

		%		%
Yes	56	93.3	42	82.4
No	4	6.6	9	17.6

Finally, the majority of employees in both banks feel that the new changes will mould them to be a better employee. This is proven by the high response of 90 percent in Phileo Allied Bank and 96 percent in Bank Pertanian Malaysia.

Table 5.21 : Perception of Employees Towards Change

BANK PERTANIAN MALAYSIA

PHILEO ALLIED BANK

	1	(%)	2	(%)	3	(%)	4	(%)	1	(%)	2	(%)	3	(%)	4	(%)
I am happy with changes in my Bank	-	-	56	93.3	4	6.6	-	-	6	11.8	32	62.7	11	21.6	2	3.9
I will loose my job with new changes	3	5	4	6.6	49	81.6	4	6.6	1	2	2	3.9	34	66.6	14	27.5
I think we should go back to the 'good old days'	-	-	1	1.6	56	93.3	3	5	2	3.9	7	13.7	29	56.9	13	25.5
Managers communicate new changes effectively to the workforce	-	-	47	78.3	10	16.6	3	5	7	13.7	25	49	21	41.2	3	5.9
Structured training is conducted before implementing new changes	3	5	49	81.6	6	10	2	3.3	7	13.7	36	70.6	8	15.7	-	-
Training is conducted before new changes are implemented	-	-	50	83.3	6	10	4	6.6	8	15.7	34	66.6	9	17.6	-	-
Organisation reward employee if change is successful	3	5	49	81.6	8	13.3	-	-	11	21.6	34	66.6	6	11.8	-	-
Management recognise my contribution in change process	-	-	30	50	20	33.3	10	16.6	3	5.9	30	55.8	15	29.4	3	5.9
New change is unnecessary	2	3.3	6	10	15	25	37	61.6	5	9.8	8	15.7	27	52.9	11	21.6
Manager give full support in change process	2	3.3	42	70	16	26.6	-	-	3	5.9	37	72.5	10	19.6	1	2
New changed make me a better employee	3	5	51	85	6	10	-	-	12	23.5	37	72.5	2	3.9	-	-
I don't fully understand all aspects of new changes	-	-	43	71.6	16	26.6	1	1.6	2	3.9	17	33.3	31	60.8	1	2

Note : 1 - Strongly Agree, 2 - Agree, 3 - Disagree, 4 - Strongly Disagree