

Challenging Role of Change Agents: Issues Encountered in the Midst of Changes in the Banking Industry

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ABSTRACT

Organizational change became a part of the day to day operations of any corporation particularly in the banking sector. Banks experienced dramatic changes in the organizations' system, structure and strategy due to technological, regulatory and sustainability aspects of their existence. They need to implement the necessary plan of action and execute it according to the direction of the organization and the purpose of its existence. These changes in the banking sector would test and measure the capabilities of the company in dealing with these kind of environment and be able to improve and sustain their position in the competition. The purpose of the study is to identify the different challenges and issues encountered by the change agents in the implementation of the organizational change and the interventions that they executed in attaining the success of their initiatives using a case study design. Findings of the study identified that the challenges that change agents encountered were the kind of values system the employees possessed, organizational culture and change readiness of the organization. The management must have the programs to train change agents in handling the implementation of organization change. The challenges and issues are manageable for as long as the change agents know the What, Why and How of Change.

Keywords: Change agents, Organizational change, Banking industry

1.0 INTRODUCTION

Adapting to the dynamics of the environment nowadays is the key to achieve sustainable competitive advantage in any organization (Terry, Carey, & Callan, 2012; Akhtar, & Long, 2015). Change became a norm in the operations of any industry (Samancioglu, Baglibel, Bozbayindir, & Kalman, 2015; Smissen, Schalk, & Freese, 2013) particularly in the banking sector that experiences dramatic changes in technological, financial and regulatory aspects of their existence decades ago.

The Bangko Sentral ng Pilipinas, the financial institution regulating body, continues encouraging mergers and consolidation of banks in order to raise the required capital to make them more competitive with the challenges they are facing because of the economic integration of the ASEAN countries (Morales & Justiniano, 2019). By the year 2020, consumers will be needing the services of banks but not in the same way that the bank is delivering its services and product nowadays (PwC, 2016). Customers have their own set of expectations influenced by the unpredictable changes in the environment. They are

expecting a return with value from their investments such as time, money and talents. Bank customers are looking for a better channel to experience the service of the banks especially the consideration of convenience, trust and quality.

With these challenges experienced by the banks in the Philippines, implementation of new initiatives must be the priority of the management. They have to accept that everything is changing not because it is not any more producing good output but rather the situation now needs a better way or a new way that is fit with the kind of environment that we have now. It is the responsibility of the management to challenge their capabilities and resources to be able to address these changes that will have a big impact in the operations of the organization. According to Ongore and Kusa (2013), the decision of management is vital in the financial performance of the banks especially when faced with crisis.

Apparently, employees often times perceive organizational changes negatively. According to Celia and Ozsoy (2016), the usual outcomes of change process are cynicism, receptivity, commitment, personal reactions and resistance. This could be due to its threatening effects to existing situations such as the privileges received, the power and authority to decide on things and their professional growth in the company (Kim, Song, & Lee, 2013). Nevertheless, success or failure of the change initiatives depend upon the employees' appreciation and support (Kim, Song, & Lee, 2013), as well as the trust to the change leaders' wisdom and strategic know-how fits the need of the situation.

Organizational change initiatives and its implementation are considered as crucial and challenging in the life of any organization. Analyzing a specific course of action, crafting a plan that will place the company in its strategic position and motivating the employees to be part of the change are the things that needs to be prioritized. According to Elnaga and Imran (2013), among other assets of the organization, employees are given more importance since their reactions to change is the usual cause of the difficulties encountered by management particularly the change agents. They need to consider the factors that will motivate these people in accepting and supporting the initiatives to be implemented.

Management plays an important role in any organizational change. They are expected, not only to initiate change, but to support change with respect to provision of resources and close supervision of the change process (DeYoung, 2008). Stakeholders are expecting that they consider all necessary factors and manage all possible resources in order to fulfill the purpose of initiating the changes in the organization. Change agents are individuals that are driven and passionate about making a difference in the organization. A positive difference is perceived to bring out the best from the situation, from the employees, from other stakeholders and to the business environment. Hesselbarth and Schaltegger (2014) posited that these change agents have the capability to influence people to accept the changes positively and to get support from different sources in order to successfully execute the change.

Change agent plays a significant role during its implementation (Muchira & Kiambati, 2015; Cawsey, Deszca, & Ingols, 2012) and expectedly, they possess the power to influence and execute the change efforts (Gerwing, 2016). They have the role as change champions, change adopters, consultant and synergists (Muchira & Kiambati, 2015; Edna, Aondoseer, & Odekina, 2016).

Change agents may not necessarily be in the top level position (Rouleau & Balogun, 2011), but maybe from the middle and first level positions (Radaelli & Sitton-Kent, 2016). The change agent gives direction and expected output of the change initiatives and the first-line managers, who are implementing the change. They play the mediating role between the top and the first line management. The top management conceptualizes the change and set the direction, while the middle management implements the process of the initiatives. The possibility of employees resisting the change by not following it or maximizing the full potential of change may make the process of change challenging and difficult. There could also be external change agents who may be able to generate a more objective assessment of the situation, thus complimenting only the subjective views and biases of change agents inside the organization (Edna, Aondoseer & Odekina, 2016)

It is against the foregoing backdrop that the study purports to identify the different challenges and issues encountered by the change agents in the implementation of organizational change and the interventions that they executed in attaining the success of their initiatives.

The study will be of help to management to be able to know the strategic way of implementing the change process that will address the different issues of employees who experience the change and to have a productive effect in the performance of the organization. Additionally, it will be an added perspective and learnings in the field of change management that scholars and academe can refer to for a better appreciation in relation to the changes that we are experiencing in the business environment.

2.0 METHODS

This qualitative study made use of the case design to come up with an in-depth description of the issues encountered by change agents in the implementation of initiatives that will improve the situation of the organization in the midst of changes in the business environment. According to Yin (1994), case study is the study of a phenomena within its natural setting and the meaning of lived experience from the first person point of view. It is intended to give description of how things appear in our conscious experience (Gallagher, 2012). This paper centered on multiple corpus of data focusing on issues to change management in the banking industry.

Subject and Study Site

The study focused on the top 11 Universal and Commercial banks in the Philippines since they represented approximately the 70% of the resources of the Philippine banking system. Eleven senior officers from the universal and commercial banks in the Philippines (Bangko, Sentral ng Pilipinas, 2018) were chosen as subjects of the study based on the following inclusion criterion set; namely, being in the top or middle management level, with at least 10-year length of service in the company, and involvement in the change management either as initiator or implementer.

Table 1

Profile of subjects of the study (n = 11)

Profile	F	%
Years of service		
>/ 10 to < 15	1	0.10
>/ 10 to < 16	4	0.36
>/ 10 to < 17	4	0.36
>/ 10 to < 18	2	0.18
Position		
Department Head	3	
Branch Manager	7	
Assistant Vice-President	1	

Table 1 shows the position and service profile of the interviewees. One of the respondents occupies the position of Assistant Vice-President in the bank, while seven out of eleven are branch managers and three are department heads. They have been in the service for a minimum of 12 years, and a maximum of 27 years.

Procedure in data gathering

After identifying the target subjects of the study, a letter of request was sent to them to get their consent to be one of the interviewees. The letter contains information about what the study is all about and the extent of their participation. Upon consent, interviews were done on their convenient and available schedules. Demographic characteristics such as current position and years of service were taken prior to actual interview. To gain more certainty in the analysis of the verbalizations, the interview process was recorded with the interviewees consent, giving them the assurance of anonymity and confidentiality.

Interview transcriptions underwent cool (sorting) and warm (thematization) analysis to surface the stimuli prompting the reactions of the people in the organization to change implementation.

Instrumentation

Data was gathered using a semi-structured in-depth interview (Patton, 1990) focusing in the interviewees' experiences in initiating and implementing changes in the organization. The interview revolved around the central question "What are the issues being encountered by the change agents in the implementation of change initiatives?" Interview protocol made use of open-ended questions and the researcher allowed the flow of conversation to be directed by the interviewee's responses.

Mode of Analysis

Field text were transcribed verbatim in order to capture everything that transpired in the interview process. Reading and re-reading of the verbalization were done in order to surface the factors or stimuli that may have triggered the positive or negative reactions when change is being implemented in the banks. The researcher made use of dendrogramming (Faulker & Sparkes, 1999) to come up with the categories (cool analysis) and themes (warm analysis). Member checking procedures were also done to ensure the truthfulness and trustworthiness of the data (de Guzman & de Castro, 2013).

3.0 FINDINGS

Findings of the study surfaced the 3As of change issues encountered by change agent, namely: acceptability, adaptability and achievability. These are the issues during the process of implementing initiatives that need to be addressed to attain a higher rate of success. Change agents must be able to determine and address the causes of the issues being encountered to be able to execute properly the initiatives and maximize the possible outcome that would be beneficial to the company and its stakeholders. With these, the role of change agents is very vital for the organization to attain its goal and lead the company to the right direction.

The Question of acceptability arising from the discuss set of values of the employees

In any organization, when there is something that needs to be done and it is something new or different from the current situation, employees normally raise questions out of curiosity, fear and doubt to some because of uncertainties. It was mentioned during the interviews that when change is implemented particularly in the banking system, they encounter so many complains from their employees especially those who are not used to the new set of upgrade in the computerized system. The following verbalizations arise:

“What is this new system all about?”

“What is wrong with the current system that we are using?”

“Will it not give the same result that you want or the output that you are expecting?”

These are the usual concerns of people in the organization, especially the change recipients, who were experiencing changes in the way they deal with their tasks. For them they were not comfortable to engaged themselves with something that is full of uncertainties. They were so used to and familiar with how they execute their duties and responsibilities. Suddenly, it is expected that they shift to a different way of doing things. They begin to ask

“Why do we have to follow this particular procedure?”

“Can’t we have another way of doing this that is similar to how we do things?”

Different speculations and questions were raised by the employees being affected by the change. If not answered properly, this will create fear and doubt with regard to the source or reason of the changes happening in the organization. It is the responsibility of the change

agents to explain and make the employees understand that it is important that they have to implement the said changes because that is the only way that they can sustain their existence and position in the industry where they belong.

As one of the respondent verbalized:

“It is important that the employees are properly informed of the things being done by the management especially the new system so that they would understand the “whys” of the changes happening in the organization. We had to call the heads of the different departments for a meeting to announce the direction of the bank and that is to change in the system in doing bank transactions. As expected during the meeting, senior employees were the ones who presented their sentiments about the changes that the management wants to implement. They voice out their dilemma of not being comfortable of changing the system of operations. They gave their ‘what if scenarios’ in the event these changes will happen.”

But not all employees happen to have these kind of reactions, some were very excited with the new initiatives. They were eager to find out what will be the outcome after the implementation of the new system. Others were very excited because for them, the new system will make their task more manageable and it will improve their level of productivity.

As some of the respondents verbalized

“Do we have a training for this?”

“Who will be part of this project and how can we be of help in implementing this?”

“So excited to finally try the new technology but I still have doubts If I can manage to do that...not so much into technology but I am more than willing to learn.”

The head of the department shared what happen in their meeting and verbalized it.

“It was discussed in that meeting the reasons behind said changes and the need for the bank to do an immediate decision as to how they will address this kind of organizational change. Negative reactions were shown by some senior bank employees and you can feel that they have so many hesitations and you can assess the level of difficulty when it comes to acceptance. What we did that time is we formulate a program for that particular change wherein we designed the necessary trainings for the bank employees and we made sure that management support was given from the day the implementation started up to its completion. At first, they always show their resistance but the team/management set the rules that they have to comply or else performance will be at stake of the employees and the organization as well.”

Even the branch head concurred

“We know that these things will happen because the company’s direction is very clear to us and that is towards a sustainable competitive organization. With the current trends and developments that we encountered everyday, it is a must that we have to do something to address these or else we will be losing a lot and the worst part is that new entrants will be

taking our place just because we are not welcoming the changes that we need to do. It is not easy to convince people to ride with anything that is new to them...considering their profile such as age, interest, work attitude, etc. not unlike with younger batch of employees they welcome it with enthusiasm and very positive with new things without minding too much the negative things that might happen.”

The question of acceptability needs to be given priority by change agents because it is the starting point of the change process. Any procedures or interventions will be questioned in a negative way if there is no acceptance on the part of the change recipients. The journey of change implementation will be too challenging if the employees will always have that doubt that the change will be beneficial or it will just be a waste of the resources of the organization. This kind of situation needs to be given enough attention because you are trying to change the kind of values that employees have. Values molded them and influence their behavior and action.

The Question of adaptability as revealed by the organizational culture

When change happen in any organization, the usual consideration is the readiness of the employees, as well as embracing the changes happening in the environment. This change readiness cannot be built over a short period of time. Readiness must be instilled in the system of the organization and in the system of each employee to be able to appreciate the changes that the company must undergo in order to adapt to the dynamics of the business environment. As one respondent in the HR department stated

“When we had a change in leadership (CEO), we thought that it will be a bigger problem that we are going to experience but apparently it was the other way around. Everyone were very supportive with the new leadership. The CEO created an environment that anyone can share their ideas not necessarily being part of any committee but have an opportunity to share their ideas. I think it was partly the values of the leader and the culture that it created in the minds of the employees and at the same time how the CEO approach the situations in the organization.”

Usually organizational change is very difficult to embrace in any situation because it will challenge the way we do things. The working environment plays an important role in the performance of the employees. Also, it will be to the advantage of the organization if the atmosphere is very engaging towards acceptance of new things to happen in the organization.

“When we had to adapt to the changes in the banking system, especially the paperless operations to some transactions, the first thing that came to our mind in the team were the employees. Employees who will be affected in terms of how are we going to implement these changes considering that the ratio of bank employees who are senior in terms of service and in terms of exposure to the traditional way of doing business in the bank are bigger than the ratio of those who can easily adapt with these kind of changes particularly in technology. The first thing that we did is to segment and come up with a profile of the bank employees who will be directly affected by the implementation of the new system. We did a profiling assessment of the current skills that these employees do have and we identify the possible gap if the management will implement the new system.”

“Here in our company we welcome the changes being implemented by the company. When we were hired, the direction of the company was introduced to us and instill in our minds and heart that we have to be ready with the things that the company will be doing because it will benefit not only the financial aspect but also the welfare of the employees because it will be easier for them to finish their task and it will avoid duplication of work...redundancy I mean”

“We know the reasons of developments and the good things is that we do understand the whys”

But the usual scenario in the organization when change is being implemented, reactions are mostly not good. Resistance will always be there but on different levels depending on what is at stake with the employees being affected. Defensive reactions were very visible among people working in the bank and they try to convince that with what is happening no good thing will come out because people were afraid and confused with changes. As some respondents surfaced...

“For so many years that I am working in this company, we are happy with the way we do things.”

“We were surprised with the changes that happened and is happening now...no patterns...everyday is always a surprised...”

“Our CEO would always give the benefit of the doubt about the concerns and stand of each employee because he believed that the employees embodied the same values that he has and the things that they are doing is for the good of the company and welfare of the stakeholders. Our CEO met us to discuss his plans for the time that he will be in charge of the company. He told us that these are the things that he wanted to happened for the organization but he is willing to consider whatever is the existing system, policies, structure and plans so that resources will be maximize and sustainability of good.”

The Question of achievability due to Change readiness of the organization

Management and its resources were required to make it easier for the stakeholders especially the employees to embrace and live with the changes in the organization. The change itself is challenging, but if the assistance is available and the needed resources are accessible, then it will have a big difference when it comes to acceptance and implementation.

As they voiced out their sentiments...

“At first we were kind of hesitant with what they want to happened but with the preparations that they did especially the trainings that they provided for us, it makes a lot easier to welcome”

“What I appreciated the most is when our VP tapped my shoulder and told me, are you having a hard time if yes please let the management know so we can make some solutions”

But it is not always the case because some employees experience a different way of implementing the change. It came as a surprise to them that there will be changes. Communicating what will have happened and explaining what is happening is quiet a

dilemma on the part of change agents. You need to consider the diverse profile of those who will be affected by the changes especially employees who will be executing it. Proper way of communication must be address.

As the employees verbalized:

“We got offended the first time we heard about the changes because we were not informed as to the reason behind it so that it will be easier for us to understand and it will be easier for us to show some enthusiasm with what they want to happened”

“After the implementation of the change, we received a memo from our head that meeting will be held to discuss the issues and they gave us summary of the things happening and the direction of the company in line with the initiatives being implemented. I think it is just informing us of what they want to happen and how but involving us in the process is not part of their consideration. I was so upset and demotivated that time.”

In summary, table 1 shows the specific role that change agent should portray when confronted with different issues so that they can identify the appropriate interventions when change is being implemented.

Table 1.

Typologies of challenging roles of change agents

Issues encountered by change agents	Sources	Role as change agent
Acceptability	Values of the employees	Patient initiator
Adaptability	Culture of the organization	Consistent implementer
Achievability	Change Readiness	Approachable supporter

4.0 DISCUSSION

By and large, management would always be challenged to move towards a direction that is unpredictable, unstructured and unplanned because of the radical developments happening in the business environment. They cannot ignore the presence of never ending changes that affects the operation of the banks. Banks underwent radical changes in recent decades such as deregulation, entrant of global and regional markets, developments in technology and consumer’s adaptation of digital networks (Tinnila, 2012). They need to address these changes to be able to align the purpose of the company and be able to sustain their position in the competitive market where they belong. But, apparently, change does not always lead to a positive outcome (Franklin & Aguenza, 2016) unless managed properly (Yaqoob & Azeem, 2017).

Change agents, in particular, need to be strategic (Cawley, Deszca, & Ingols, 2012) when it comes to their activities. It is not only the pressure outside that they need to address but also the different concerns of the stakeholders once change is infused in the system of the company (Gwaka, Gidion, Mayianda & Damaris, 2016). Their role is important (Ronningstad, 2018) in the outcome of any organizational change. It is necessary that

change agents evaluate it first if it will bring more benefits than problems before implementing it.

The banking sector, a service-oriented type, is considered as one that has a direct impact in the progress of the country and every transaction is crucial and attributed to the success of the organization (Khosha, Rehman, Asad, Bilal & Hussain, 2015). With that, management must prioritize that impact of organizational change to employees who are rendering the services expected from them to make the bank a sustainable organization. Most of the employees are challenged when it comes to the question of acceptability of the change to be implemented since it is something they are not familiar with and they need to assess if the needed adjustments will fit their current skills and capabilities.

With the findings that surfaced from the different responses of change implementors, we found out that the issues that they encountered can be summarized into three namely: The question of acceptability, the question of adaptability and the question of achievability.

How Acceptability of change can be ensured

In any situation that needs development or transformation, there is always a question of acceptance. Acceptance refers to being ready to move or shift from the status quo (Khan, Raza & Mujtaba, 2016) to a different situation. It is important that the employees be able to realize that the change will be beneficial to them, despite the cost to be incurred in terms of time and effort (Kotter & Schlesinger, 2008). Some of the employees have this fear that the change will not do good for the organization since it is something that is not tested and might create conflict (Haleem, 2015) in the existing situation of the organization but Akbar, Ejaz, Riaz and Arif (2018) established that employees were not fearful of uncertainties brought about by change. They need to understand the reason (Sofat, Kiran & Kaushik, 2015) behind the initiatives to be able to excel in what they do (Gerwing, 2016). The willingness to embrace the new ways of performing their duties in the company (Alwheeb & Rea, 2017) is considered crucial factor in making the organizational change successful and personality traits are considered one of the main factors that contributes to the acceptance of change (Amarantou, Kazakopoulou, Chatzoudes & Chatzoglou, 2018)

The change recipients cannot be blame for having fear and doubt about change because according to studies despite the efforts to support change, the failure rate is still increasing (Grady & Grady, 2013; McTaggart & O'Flynn, 2015). The failure is due to employee resistance (Franklin & Aguenza, 2016) or cynicism with regards to change efforts (Buick, Blackman, O'Donnell, O'Flynn & West, 2015; Thundiyil, Chiaburu, Oh, Banks & Peng, 2015). One of the important issue that change agent must address is the resistance of employees to organizational change (Agboola & Salawu, 2011) that aroused from the different concerns of the employees (Smollan, 2011). These concerns can be on personal level and organizational level (Creasey ve Taylor, 2013). According to Westgaard and Winkel (2011) most organizational changes failed to look into the welfare of individuals affected; thus, it increases health problem that results to absenteeism on the part of the employees.

The change agent should help the employees to better understand and be inspired (Yaqoob & Azeem, 2017) to be part of the changes that will be implemented. They must employ the necessary skills to be strategic in selling the idea of "organizational change" to the recipients (Rouleau & Balogun, 2011; Rafferty & Jimmieson, 2016) in order to get their

support and embrace these initiatives as part of their routines. According to Singh (2016), it is important that change should be handled according to employees' perspective, because it affects their performance created by a positive attitude and philosophy after the acceptance of change.

How Adaptability of change can be made certain

Organization culture is one of the factors that makes the implementation of organizational change challenging (Naveed, Jantan & Ahmad, 2016). It also generates a system to change and adapt (Chandradewini, 2017). The beliefs, values, and principles are part of employees' daily routines. Anything that they do is anchored on how they were framed and influenced as to how they will execute their duties and responsibilities (Johannsdottir, Olafsson & Davidsdottir, 2015; Lozano, 2013).

A particular organization happens to have a different culture depending on the way they manage the organization including the structure and system to employ (Fossestol, Brett & Borg, 2016). Even if the culture does not support the innovation, still the operation of the organization will run smoothly (Widjaja & Kuslina, 2018). For instance, in a bureaucratic type of organization, culture is described as having "hard values" (Sagatun & Smith, 2012) which are difficult to change because it is already part of the routines, rationality, and system of doing things.

Employees who finds the initiatives very challenging has a positive association with adaptivity (Petrou, Demerouti & Schaufeli, 2018). It was found that without the willingness to adapt the changes, organizations will be missing so many major opportunities to improve their performance (M. Banutu-Gomez & S. Banutu-Gomez, 2016).

According to the studies (Dalsgaard & Jorgensen, 2016; Hildebrandt, 2016; Shanks, 2016; Willig, 2016), it is a crucial role of change agent particularly the middle level to mediate most of the time with the two opposing stands of the top management and the change recipients due to their differences in appreciating the best way for the organization to succeed.

How Achievability can be guaranteed

One of the concern of change recipients when it comes to organizational change is the support of management in the implementation of change (Gigliotti, Vardaman, Marshall & Gonzalez, 2019). This support that they are looking for are resources needed to make the implementation successful. The fact that they have to go through adjustments because they have to aligned their skills with the present situation that needs improvement, employees are expecting that the company, the management in particular, to be their partner in the process of change. It is challenging for the change recipients to execute the needed change without having enough time to make the necessary preparations since there are too many tasks to accomplish (Conway & Monks, 2011).

According to Alagoz, Chih, Hitchcock, Brown and Quanbeck (2018), it is necessary that the resources are available in the implementation of change and proper interventions and monitoring must be consistent in order for the employees to build their trust in the change process.

Management and change agents must prepare interventions such as team building, seminars, orientation as to the understanding and acceptance of the changes happening and trust building among change agents and change recipients. As mentioned by Diab, Safan and Bakeer (2018), being the supporter of change as one of the role of change agents, they have to create a climate that will make it manageable to the employees to shift from how they used to do things to different way of doing their task in the company. They have to establish good communication channels (Christensen, 2014) to have an efficient approach in implementing change, because without the proper channel it will create a venue for gossiping and rumors among members of the organization and the feeling of anxiety that affects the productivity of the employees (Rafferty & Jimmieson, 2010).

Supportive leadership was increasingly impactful in reducing change resistance (Jones & Van de Ven, 2016). It was recommended that for the employees to participate in the implementation of change and improve their productivity, the driver of change must be working and involve in the process together with the employees (Nwinyokpugi, 2018). Bringing the change agents and change recipients to a union where they will be united in embracing the change process is a vital prerequisite for success (Johannsdottir, Olafsson & Davidsdottir, 2015; Lozano, 2013). The process of planning changes, checking upon changes and the time need to implement changes have an important role and a major effect on the ultimate success or failure of change in a company (Dobrovic Jan, 2017).

5.0 CONCLUSION

The study concluded that being a change agent is not an ordinary responsibility but rather a crucial and important task that will make a difference in the lives of any organization. Being the individual assigned to initiate and implement changes makes the role very challenging. One is not only expected to improve the existing situations but rather bring everyone towards the end goal and that is to embrace the changes happening, make it part of the system of the organization and deliver a sustainable output. We cannot avoid the needed changes for the sustainability of the business so employees of any organization must be ready not only with their skills but also with their passion of always welcoming new ideas that will enhance and improve the existing way of doing things for the betterment of all the stakeholders of the bank. The identity of the change agent is a distinct one. Being at the middle of the needed transformation of the organization, there is a lot of pressure on them as they have to make a balance between the top management and the change recipients who will be affected by the change.

The different roles of the change agent must be aligned with the situation and the kind of appreciation of the individuals affected. In this way, the different issues that the change agent might encounter will be manageable and at the same time will create an environment that is appreciated and reciprocated by the stakeholders.

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