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ORGANIZATIONAL CHANGE AND HUMAN RESOURCE MANAGEMENT INTERVENTIONS: AN INVESTIGATION OF THE NIGERIAN BANKING INDUSTRY

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Abstract

The objective of this paper was to study the relationship between human resource management interventionist strategies and organizational change; and flexibility that can make employees more adaptive and receptive to changes. Out of one hundred and sixty copies of questionnaire administered, one hundred and twenty three (123) were collected and analyzed. Structural Equation Modelling (SEM), a hypothesized relationship was tested using Amos 18 that allows test of complex relationships between variables. Our model shows that relationship exists among human resource management interventionist strategies and was consistent with organizational change in the studied industry. However, the study can be extended to other industries, for example manufacturing industry as well as industry within the merger and acquisition of companies.

Keywords: Organizational change, HR Interventionist strategies, Nigeria, Banking industry

1. INTRODUCTION

Demands for greater efficiency, accountability and value for money have led to a re-evaluation of how banking industry services are resourced and delivered. Traditional bureaucratic approaches are no longer adequate to deal with the complexity

of the modern age and the need for efficient and effective services in this industry. The emergence of new banking management practices has been marked by the proliferation of targets, meeting customers and stakeholders' expectations, measurement and compliance with regulatory standards. Attempt at ensuring

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that banking industry are more responsive to environmental factors and instilling customer service cum commercially focused ethos are characteristics of new approaches to the banking sector of the Nigeria economy. With rapid changes in emphasis, the banking sector is now examining its internal structure and reviewing the roles and responsibilities of employees and managers so as to deliver the top quality services demanded by the stakeholders.

More than decades ago, mergers and acquisitions in the banking industry have become the dominant mode of growth (Arquitera & Dencker, 2004). Human resource management has the potential to play important role in mergers and acquisition integration by reinforcing the new human resource management system and corporate culture and providing leadership and communication to reduce turnover.

When an organization is undergoing change, what role does human resource plays? Organizational changes are driven top down and initiated largely due to strategic business goals which the company needs to achieve. The human resource function is to anchor the change management process and facilitate the transformation across all teams and work dimensions. Each change throws up unique challenges and the details which need to be addressed are diverse in each instance. The aim of this paper is to explore how human resource management could play effective role in increasing individual and organizational effectiveness during organizational change by implementing progressive human resource processes. The term "Organizational Change" connotes significant change in the organization, which could either be reorganization; adding; or removing new product/service. However,

this study views transformational organizational change regarding the recent past acquisition of Intercontinental Bank by Access Bank Plc (Nigeria). This fundamental change tends to affect the organizational culture and its operations that call for reengineering of processes, structures, roles and even underlying assumptions.

2. ACCESS BANK PLC

The transformation of Access Bank Plc as a small Nigerian Bank into an African financial institution has made it to be listed as one of the top 10 largest banks in Nigeria in terms of asset base. Access Bank was issued a banking license in December, 1988 and was incorporated as a privately owned commercial bank in February, 1989. After the commencement of operation, in March 1998 to be precised, Access Bank became a Public Limited Liability Company; and listed on the Nigeria Stock Exchange same year. In the year 2001, Access Bank obtained a Universal Banking License from the Central Bank of Nigeria, which made it possible for the bank to operate in over 310 branches and service outlets located in major cities and towns across Nigeria, Sub Saharan Africa and the United Kingdom. In the year 2012, Access Bank is said to be one of the Africa's most successful banks, and was ranked amongst Africa's top 20 banks by total assets (<http://www.accessbankplc.com/pages/Page.aspx?Value=3&ln=Gy7UII4cSJE94Wa2qudBfQ%3d%3d>).

However, in 2009 the storm of global financial crisis affected the Nigerian banking industry, which resulted into some banks merged and some acquired. In the year 2012,

the Group Managing Director/Chief Executive Officer, Access Bank Plc announced the completion of its acquisition of Intercontinental Bank, and stated that the transaction is significant in the Nigerian banking industry, because it preserves hundreds of Nigerian jobs and protects the savings of millions of Nigerian citizens.

3. THEORETICAL FRAMEWORK

3.1. Overview of Change Management

Organizational change is seen as a necessary concept for organizations to compete in the ever changing and competitive business environment. The rapid development of information and communication technology have prompted many organizations to actively seek for new ways, ideas and creative solutions in improving their current product, process, system and technology which is referred to as organizational change, and it had been accepted widely that effective and efficient human management resource practices are important in extracting positive work behaviours among employees which invariably will lead to organization change (Tan & Nasurdin, 2010). No one would dispute that every organization has experienced change. Yet despite organization's familiarity with change, success in implementation is relatively rare. It was estimated that 70% of organizational change initiatives fail completely (Bear & Nohria, 2000). Among those deemed successful, 75% of them fail to achieve their intended result (Nikolaou et al., 2007). Despite these low success rates, organizations still continue with the

organizational changes in an attempt to adapt and respond to the changing economic conditions, technological innovations, customer and client expectations and a shifting workforce. It was estimated that 56% of organizations are undergoing three or more complex changes at one time or another (Barell et al., 2007).

Organizations also, are changing the way they implement and manage change. Change management in organizations are now shifted from being the responsibility of an internal or external change agent dedicated to its implementation and management to increasingly being identified as a core competency for most organizational leaders (Doyle, 2002). The human resource function in increasingly seen as one of the key functions in the development and implementation of strategic responses to increasing competitive pressure as both public and private organizations are forced to adapt to domestic and international competition, technological advancements, slower growth and declining markets (Buyens & DeVos, 2001). Such strategic responses involve effective communication of the importance of human resource across the organization and a reconsideration of the role of line managers in human resource delivery. As such, the skills required to lead, manage and implement change are being incorporated into the existing expectations, roles and responsibilities of human resource manager and other employees, (Doyle, 2002).

Therefore, it is not surprising that in an environment where the magnitude of change, its complexity and its frequency are increasing, the human resource persons and leaders have begun to focus their attention on the adoption of change management best practices.

Change management is an approach to shifting or transitioning individuals, teams and organizations from a current state to a desired future state. It is an organizational process aimed at helping change stakeholders to accept and embrace changes in their business environment. Organizational change involves both managing the change processes and handling human issues at the local level, (Kanter & Dretler, 1998). For example, research has often time focused on the competitive landscape, strategic leadership and organizational learning; a neglected area is that of conceptualizing change from the employee's viewpoints (Hitt et al., 1998; Ireland & Hitt, 1999).

Organizational change has become an increasingly pervasive phenomenon in both business and human service organizations due to forces such as globalization and political shifts to neoliberalism (Piderit, 2000; Baines, 2007). Despite the increase in the perceived necessity of change and attempts at implementing organizational change initiatives, it has been estimated that at least two-third (2/3) of organizational change efforts do not result in their intended aims nor do they foster sustained change (Choi & Ruana, 2011). Employee resistance is the most often cited problem encountered by management when trying to implement change, yet for an organization to change, it is essential that the employees of that organization also change (Bovey & Hede, 2001). Therefore, employee cooperation with organizational change efforts is indisputably connected and related to either the ultimate success or failure of a change initiative.

Moreover, the concept of resistance has a long history in business management. Resistance is considered one of the biggest

barriers to successful implementation of organizational changes, often perceived as an expected, automatic response in employees that managers need to overcome. Lewin (1951) was one of the first researchers to consider the notion of employee resistance to organizational change in the management field. His conception of the term was drawn from the physical sciences and considers resistance to be a restraining force attempting to maintain the status quo, (Piderit, 2000). Resistance is viewed as an inevitable situation that managers must face when planning to introduce or implement an organizational change (Piderit, 2000). It is often said that some people have a natural predisposition to resist change which is most times termed "an individual's tendency to resist or avoid making changes" (Oreg, 2003). Authors of change management see resistance as a conditioned reflex and something that will occur regardless of how positive organizational members feel about the organization (Lamm & Gordon, 2010). Organizational change is a deliberately planned change in an organization's formal structure, systems, processes or product-market domain intended to improve the attainment of one or more organizational objectives, (Lines, 2005).

Dopson and Newmann (1998) have perceived change as a necessary evil for survival in the context of uncertainty. Organizational change has been as an individual-level phenomenon because it occurs only when the majority of individuals change their behavior or attitudes (Whelan-Berry). Multiple- interacting changes in a global environment have led to a highly complex, confusing and unpredictable state. This led to a shift in focus of the change process from product innovation and technological change to behavioural aspects

of change and to attitudes about change, (Bergquist, 1993).

Usually, scholars analyze such features of organizational change as content, type, structure and process. Armanakis and Bedeian (1999) divided research on organizational change into: a) Content research, b) Contextual research, c) Process research and d) Criterion research. Nutt (2003) combines structure and process. The structural research by Nutt (2003) is similar to content research (Armenakis & Bedeian, 1999) and process research was presented in both typologies. Examples of organizational change include: (1) Mission changes; (2) Strategic changes; (3) Operational changes (including structural change); (4) Technological changes; (5) Changing the attitudes and behaviours of personnel; (6) Counter resistance from the employees of companies and align them to overall strategic direction of the organization.

Although the type of change and the process of change are both important building blocks in any model for dealing with change, there is a crucial factor which is the readiness to change in the particular organization. The readiness factors act like a bridge between identifying what needs to happen and the activity of implementing the change. Struckman and Yammarino (2003) combine types of change with the readiness to change, but not the process of change. However, Alas (2007) composed the model connecting types of changes, process of change, readiness to change and the institutional environment as the context of change. A very important factor is leadership- that the top management team has impact on post-acquisition performance of the company and that they effectively influence the organizational culture (Kiessling & Harvey, 2006).

Basically, the term organizational change is about significant change in the organization which could either be reorganization or adding or removing new product or service. Organizational change can seem like a vague phenomenon that it is helpful if one can think of change in terms of various dimensions including; unplanned versus planned change, transformational versus incremental change, remedial versus developmental change and organization-wide versus subsystem change.

Unplanned change is the change that occurs when there is a major, sudden surprise to the organization which causes its members to respond in a highly reactive and disorganized fashion, like when a Chief Executive suddenly resigns from the organization, whereas, planned change is when leaders in the organization recognize the need for a major change and proactively organize a plan to accomplish the change. It is a change that occurs with successful implementation or a strategic plan for reorganization or other implementation of a change of magnitude.

Transformational change is much broader and as a result the organization will more fundamentally change its culture or the way it operates, e.g. complete reengineering of processes, structures or underlying assumptions while, incremental change is the type of change which involves doing something better without necessarily changing the underlying beliefs and values of the organization.

However, remedial change is the one intended to remedy current situation, e.g. to improve the poor performance of a product or service or the entire organization; or to reduce burnout in the workplace. Developmental change on the other hand occurs in order to make a successful situation

more successful, for instance, expanding the number of customers served or duplicating a successful product or service.

Worthy of mention again is the fact that organizational change ranges from problem identification to consultation with behavioral science to data gathering and preliminary diagnosis to communicating the vision down to removing obstacles, creating short term wins and building on the change to anchor the changes in corporate culture.

Not only that the acceptance of change and joining the actual process of change starts from within the people themselves. It is possible to learn how to cope with change and the likelihood of success is relatively greater if people realize the need for flexibility and have the ability to act fast. Nothing changes for the better until people have a positive attitude. Thus, in any process of change, it is essential to know what is going on in people's minds and what emotions they are going through. Successful management of change is based on taking action according to uniform principles i.e. everyone involved moves in the same direction. Internal communication can assist members of the organization at all levels with setting up a uniform plan of communication and the ability to monitor the process from distance. The different phases of change (i.e. from problem identification to anchoring the changes in corporate culture) require different approaches and emphasis. If the people involved in the process of change are able to contribute to the process, they will accept the new situation more easily.

3.2. What about human resource management?

The term refers to design and applications of formal system in an organization to ensure

effective and efficient use of human talent for achieving goals of organization (Mathis & Jackson, 2002). The concept of human resource management goes beyond employment relations or industrial relations. It includes employees identifying the interests and goals of the organization, and be aligned and committed in achieving these goals. It involves employees adapting willingly to change within the organizational structure without any strife or prejudice.

The concept emphasizes that high level performance attainment of organization depends on the quality of members of staff and management of such organization cum matching of human resource strategies to the needs of the business strategy. Furthermore, human resource management includes:

- Encourage the commitment of employees to increase their performance and also be loyal to the organization as a whole;
- Emphasis on the quality of employees engaged in organizations goes a long way in producing quality goods and services, which is of great benefit both to the customers and the organization;
- Ensuring flexibility plays an important part in the way employees are organized, this makes them to be adaptive and receptive to all forms of changes in all aspects of their jobs such as work hours; working methods and;
- Integrating organizational goals into strategic planning in order to make these policies cut across ranks and files of organization and ensuring that they are gladly accepted and implemented on daily routine by line managers.

Thus, managing the human resource has become one of the critical success factors in organizations. Both the existence of proper personnel and the ways people are managed are the basis for achieving the competitive

advantage. In this study, authors analyze the role and practices of human resource personnel in successful change management. For instance, when firms develop and introduce new processes and new administrative practices, they will require dynamic and creative employees who are flexible, risk takers, tolerant of uncertainty and ambiguity and been able to contribute to producing quality goods and services which will benefit both the customers and the organization. Essentially, human capital is one of the four types of assets managed in organizations (Adeniji & Osibanjo, 2012); other assets include physical assets; financial asset; and intangible assets. These assets are essential and vital at varying degrees in the operations of any organization; however, human assets operate at the pivot of the operations.

3.3. HRM Interventionist Strategies in Change Management

As the world is becoming more and more competitive, volatile than we could ever imagined, organizations either manufacturing or service based are seeking to gain competitive advantage and turning to more innovative change sources through human resource management interventionist strategies. These strategies have been defined as systems that attract, develop, motivate and retain employees to ensure the effective implementation of necessary changes and the survival of the organization and the members. These interventionist strategies are also referred to as set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contribute to the achievement of its business objectives (Delery & Doty, 1996). In the same vein,

Minbaeva, (2005) viewed the human resource management practices as a set of practices used by organization to manage human resources through facilitating the development of competencies that are firm, specific, produce complex social relations and generate organization knowledge to sustain competitive advantage. Human resource management practices can generate increased knowledge, motivation, synergy and commitment of a firm's employees, resulting in a source of sustained competitive advantage for the firm (Hilsop, 2003). As a multidisciplinary practice that has evolved as a result of scholarly research, organizational change management should begin with a systematic diagnosis of the current situation in order to determine both the need for change and the capability to change. The objectives, content and process of change should all be specified as part of a change management plan.

Change management processes may include creative marketing to enable communication between change audiences, but also deep social understanding about leadership's styles and group dynamics. As a viable track on transformation projects, organizational change management aligns groups' expectations, communicates, integrates teams and manages people training. It makes use of performance metrics such as, financial results, operational efficiency, leadership commitment, communication effectiveness, and the perceived need for change to design appropriate strategies, in order to avoid change failures or solve troubled change projects.

All change involves the adoption of new behaviours that need to be accepted and enforced. It should be noted that where quick radical change is required for organizational

survival, a dictatorial, coercive management style may be appropriate. Extensive collaboration and consultation is associated with a more leisurely form of change that may be termed as fine tuning. Dunphy and Stace (1990) clearly regard HRM at the forefront of planning and implementing organizational change. Thus, successful implementation of change is a major challenge for HRM which will encourage managers or human resource practitioners to actively address issues of resistance, behavior change and participation.

Maxwell and Watson (2006), argue that business partnership between human resource specialists and the employees have emerged as the dominant model for human resource operations within organizations. They outline the role of human resource experts as working alongside other members of the organization to help them reach their goals by crafting strategies to maximize productivity through alignment of corporate resources to these goals. Moreover, the human resource experts' involvements in successful change management offer a number of benefits to organizations –it enables them forge closer relationships with other managers in the organization which promotes a partnership model towards managing employees. It encourages gifted managers to use their initiative and become more involved in day-to-day workplace management decisions and problems or issues that can be resolved speedily before they escalate. Enablers of human resource experts' involvement in change management include:

- Greater degrees of responsibility and task variation.
- Human resource information systems.
- Close relationships with employees.

- Formation of strategic partnerships.

The followings are the interventionist strategies and roles of human resource management in successful change management.

1) Staffing: Organizational change can create the need for the human resource department to focus on staffing issues. Organizations undergoing rapid growth may need to add more employees, so human resource may have to focus on expanding its recruiting base or restructure compensation programme to attract more talented workers. A company in decline may require human resource to develop severance packages and carry out employee terminations. Also, human resource workers may have to alter job descriptions for the remaining workers if the layoffs result in a change in job functions.

2) Alleviating Fears: Organizational change often creates fear and uncertainty for workers, thus, human resource may need to take steps to alleviate these fears. For example, when a smaller business is purchased by a large company, the process can create apprehension for workers regarding their ability to adapt to new processes and procedures, even whether their jobs may be in jeopardy. This may require the human resource department to assume a public relations role by pointing out the potential benefits of the new arrangement, such as enhanced fringe benefits programme, and providing reassurance that jobs are safe, as long as this is the case.

3) Effective Communication: Organizational change is often a time of widespread confusion, resulting in the need for the human resource department to open the channels of communication with employees. Not only that, keeping employees informed about what to expect

during each step of the change process through methods such as written communications and possibly groupmeetings is necessary. The feedback can let human resource know how well changes are being received and whether adjustments may be necessary. Also, effective communications that informs various stakeholders of the reason for the change, the benefits of successful implementation as well as the details of the change will aid successful change management.

4) Developing Plan: When upper management makes human resource aware of a pending change, such as a business expansion requiring the need to hire more workers, the human resource department needs to work with management to develop a plan to implement the change effectively. For example, it can be difficult to effectively recruit and train a large number of workers at one time. Instead, management and human resource can work toward a solution where workers are hired at intervals to ensure a comprehensive vetting process and thorough training.

5) Integrating the existing human resource systems: There is the need to create a corporate human resource function that will allow a common human resource framework and ensure uniform implementation of the same across the organization. The period of integration will include activities such as, planning, designing and communicating the human resource programmes and practices to be implemented across the organization and ensuring their implementation at all levels in the organization. Again, integrating the existing systems include developing a common human resource policy manual that will work for the new entity. The manual

include policies on work systems, business conduct guidelines, office timings, leave, travel, benefits, exit, e.t.c.

6) Creation of job descriptions: Detailed job descriptions need be developed for unique roles in the organization across departments for employees in the new dispensation to understand the nature of their roles and the responsibilities that they will be accountable for in order to ensure the smooth operations of the business. The job descriptions could be prepared by conducting job interviews with specific job incumbents with respect to their primary and secondary responsibilities including actions that they are directly responsible for. Thus, data generated are then used to develop the role and responsibilities document.

3.4. Research Questions

The following research questions are formulated for this study in order to identify the contributions of Human Resource specialists in organizational change:

1) Is there any relationship between the level of human resource management interventionist strategies in change management and commitment of employees?

2) Does the level of human resourcemanagement interventionist strategies contribute to producing quality goods?

3) Does the level of human resourcemanagement interventionist strategies in change management ensure flexibility that makes employees more adaptive and receptive to changes in organization? and;

4) Will human resourcemanagement interventionist strategies influence the

integration of organizational goals into strategic planning?

3.5. Research Hypotheses

From the argument above, the following hypotheses were formulated, which is also illustrated in figure 1:

H₁: The human resource management interventionist strategies in change management (staffing, fear alleviation, effective communication, developing plan and integrating the existing human resource systems) will be related to commitment of employees.

H₂: The human resource management interventionist strategies (staffing, fear alleviation, effective communication, developing plan and integrating the existing human resource systems) is related to quality in operations.

H₃: The human resource management interventionist strategies management (staffing, fear alleviation, effective communication, developing plan and integrating the existing human resource

systems) is related to achieve flexibility and makes employees more adaptive and receptive to changes.

H₄: The human resource management interventionist strategies management (staffing, fear alleviation, effective communication, developing plan and integrating the existing human resource systems) is related to integrating organizational goals into strategic planning.

4. METHODOLOGY

4.1. Materials and Methods

The adopted research design for this survey was a methodological approach that allows the use of primary data gathered from the studied respondents on the effect of organizational change on the human resource management interventions in the Nigerian banking industry. The choice of the Nigerian banking industry for our study rests on the changes experienced through mergers and acquisitions in the recent past. Therefore,

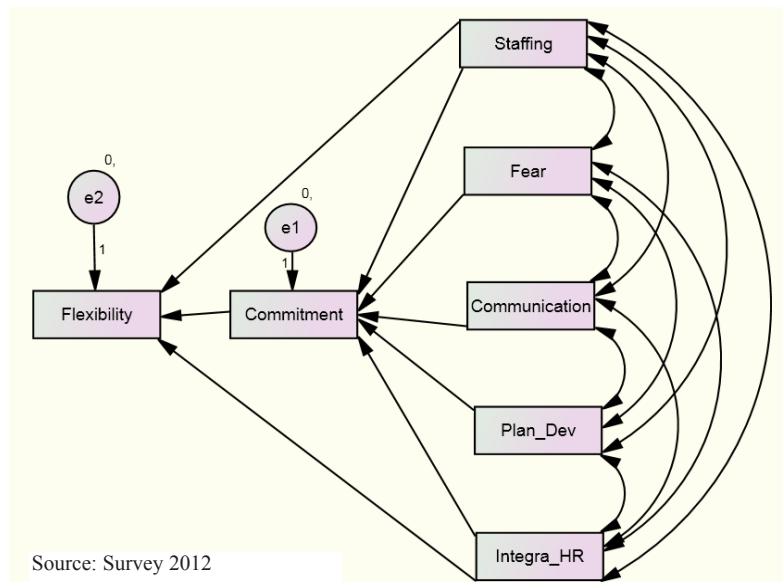


Figure 1. Theoretical Model & Research Hypotheses

the survey' data were obtained from both primary source through a questionnaire survey and personal interviews involving respondents from Access Bank Plc, which was chosen based on its "remarkable story of the transformation of a small obscure Nigerian Bank into an African financial institution of note; with emerging footprints on the International banking landscape" (<http://www.accessbankplc.com/pages/Page.aspx?Value=3&ln=Gy7UII4cSJE94Wa2qudbFQ%3d%3d>); and its recent acquisition of Intercontinental Bank. Convenience and purposeful sampling methods were utilized in order to derive the needed data for the study. Access Bank Plc operates many branches located in major towns and cities in Nigeria with its headquarters situated in Lagos Southwest Nigeria in which the survey was conducted. Structured questionnaire was used to collect data and this was found appropriate because the views of the respondents were obtained. A hundred and sixty (160) questionnaires were administered within the scope of the selected location, however, due to elimination of incomplete responses that were classified as invalid; the final sample size for the survey analysis was one hundred and twenty three (123) which translate to a response rate of 76.8%. The study attempts to add to literature on organizational change and HR interventions in a developing economy such as Nigeria.

The respondents for this survey possess adequate knowledge and experience about the Banks regarding their merger and acquisition. Further, they witnessed the merger and acquisition processes and the role played by the HR department in ensuring that personnel involved did not experience emotional and psychological trauma. The research instrument utilized in

collecting data was a structured questionnaire, which the items focused on the research variables used in the survey such as quality, commitment, flexibility, integration, staffing, fear alleviation, effective communication, and plan development. The questionnaire items for all the variables tested in the study were derived from literatures, especially from the works of Arguilera and Dencker (2004) and Husain and Farooq (2013). The questionnaire is segmented into two; the first part deals with the respondents' demographic data; while in the second part they were to supply answers to the relationship between the level of human resource management interventionist strategies in change management and commitment of employees, the level of human resource management interventionist strategies in change management ensures flexibility that makes employees more adaptive and receptive to changes in organization. Respondents are expected to choose one number on a five-point Likert scale of 1- 5 (5 – Strongly agree; 4 – Agree; 3 – Undecided; 2 – Disagree; and 1 – Strongly disagree) that best describes the extent to which they support each statement stated in the questionnaire. The hypothesized model in figure 1 was tested using Amos 18, because of the complex attributes of the observed variables and their underlying strong constructs (Suhr, 2006). Structural Equation Modelling (SEM) represents a number of statistical models used to evaluate the validity of substantive theories with empirical data. This statistical tool was adopted for this study because of its generality and flexibility.

5. RESULTS AND DISCUSSIONS

In terms of model fit, the works of Bentler and Wu (2002), Kaplan (2000) and Hair, Anderson, Tathan and Black (1998) argue that various goodness-of-fit indicators are used to evaluate research models. In similar direction, Schreiber, Stage, King, Nora and Barlow (2006), argue that if the greater number of the indices shows a good fit, then the probability of a good fit is assured. A model is regarded as acceptable if the Normed Fit Index (NFI) exceeds .90 (Byrne,

1994) or .95 (Schumacker & Lomax, 2004), and the Comparative Fit Index (CFI) exceeds .93 (Byrne, 1994). However, as obtained from Model Fit summary; under the Baseline Comparisons, the Normed Fit Index (NFI) value for this model is .956, which indicates the model of interest improves the fit by 90% relative to the independence model; and CFI is .970, which is an indication that the model is accepted. As obtained in the literature, using The Root Mean Square Error of Approximation (RMSEA) in determining the model fit, the range of 0.08 to 0.10 provides

Table 1. Overall Model Fit

<i>Model Fit index</i>	<i>Score</i>	<i>Recommended cut-off value</i>
Chi-square/Degree of Freedom	2.177	
Comparative Fit Index (CFI)	.970	>0.9 (Bentler & Bonett, 1980)
Normed Fit Index (NFI)	.956	>0.9
Non-Normed Fit Index (NNFI)	.970	>0.9
Root Mean Square Error of Approximation (RMSEA)	.098	<0.08 (Browne & Cudeck, 1993)
CMIN	6.532	
Degrees of Freedom (DF)	3	
Probability Level	.088	

Source: Survey, 2012

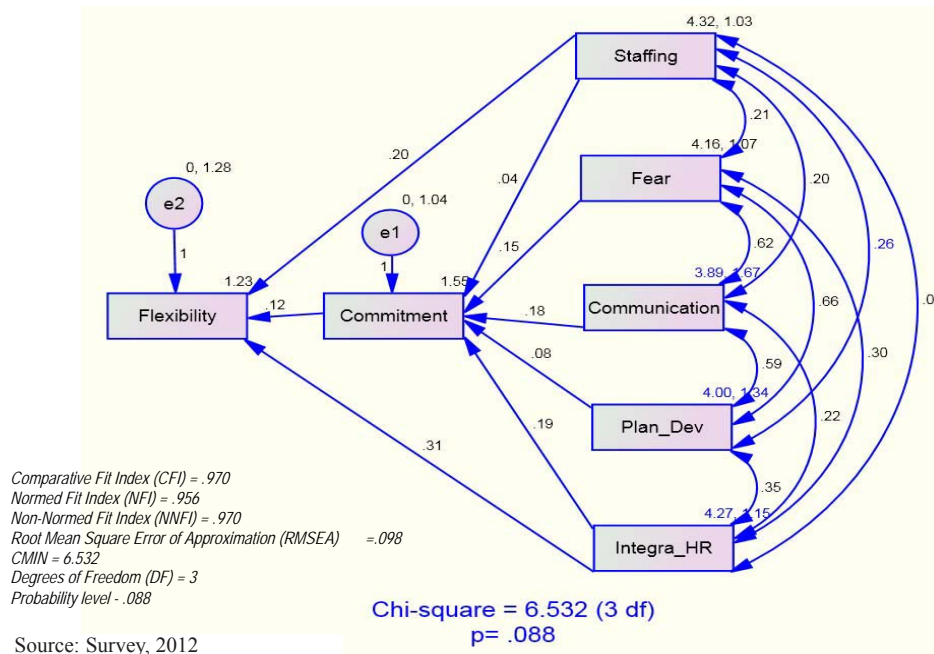


Figure 2. Results of Model Fit for Organizational Change & HR Interventions

an acceptable fit (Hair et al., 2006; MacCallum, 1996; Steiger, 2007). The RMSEA value for this model is .098, which makes the study an acceptable model fit, the overall Model Fit is illustrated in table 1.

5.1. Hypotheses Testing Results

The results of the path analysis, presented in table 2, indicate that integrating the existing human resources appear to affect flexibility more than any other factors tested with a significant relationship (Hypothesis 1). In addition, it is evident that staffing influences flexibility that makes employees more adaptive and receptive to changes in organization with direct positive relationship (Hypothesis 2). With respect to effective communication and commitment, result points to a positive significant correlation between the constructs when changes occur in organization. In same direction, there exists significant positive relationship between integration of human resources and employees' commitment. These results suggest that a strong commitment can be expected when employees are effectively integrated thereby aiding successful change management.

6. CONCLUSION

A model fit was developed to examine the role Human Resource Management Interventionist strategies play in organizational change. However, this was done by relating study variables such as staffing, fear alleviation, effective communication, developing plan and integrating the existing human resource systems to commitment of employees when change is experienced in organizations. Adequate and rich empirical studies were utilized to support our proposition; essentially we observed that variations exist when change occurs in organizations across country or in different economy/industry. Specifically, as often practiced, interventionist strategies such as staffing, alleviation of fear, etc are universally accepted and common among companies operating within the same economy or industry. However, Access Bank Plc (Nigeria), though operate in the same industry with Intercontinental Bank, having been acquired had to alter its HRM processes in order to create new job structure to accommodate employees from both companies. In addition, Access Bank Plc (Nigeria) had to adjust HRM policies so as to achieve the strategic goals of the organization. Our model demonstrates that

Table 2. Hypotheses Testing Results

<i>Hypothesis</i>	<i>Path Coefficient</i>	<i>Remark</i>
Staffing → Flexibility	.20	Accepted
Staffing → Commitment	-	Rejected
Fear → Commitment	.15	Accepted
Communication → Commitment	.18	Accepted
Plan Dev → Commitment	-	Rejected
Integra HR → Commitment	.19	Accepted
Integra HR → Flexibility	.31	Accepted
Commitment → Flexibility	.12	Accepted

Note: All path coefficients are significant at the $p < 0.001$

Rejected – Path coefficients were positive but insignificant

Source: Survey, 2012

convergence exist among Human Resource Management Interventionist strategies and was consistent with organizational change. The statistical analysis confirmed the studied hypotheses with the highest correlation for staffing, which tends to be affected by the change in organization. Similarly, variables such as fear, Plan_Dev, Integra-Human Resources, and communication have strong correlation with organizational change, it is therefore evident these factors might contribute to the inability of the employees adapting to organizational change, which might also reduce employee morale and affect their productivity and this tends to reduce organizational performance in the long run. Essentially, there is need for further research in order to consider the effect these HRM Interventionist strategies have on manufacturing industry within the same growing economy such as Nigeria.

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ОРГАНИЗАЦИОНЕ ПРОМЕНЕ И ИНТЕРВЕНЦИЈЕ У УПРАВЉАЊУ ЉУДСКИМ РЕСУРСИМА: ИСТРАЖИВАЊЕ У БАНКАРСКОМ СЕКТОРУ НИГЕРИЈЕ

**Anthonia Adeniji Adenike, Omotayo Osibanjo Adewale and
Joachim Abiodun Abolaji**

Извод

Циљ овог рада је да се изуче односи између интервенционистичких стратегија менаџмента људских ресурса и организационих промена, као и њиховог утицаја на флексибилност која може учинити запошљене прилагодљивијим и склонијим прихватању промена. Сакупљен је и анализиран одговор 123 испитаника од полазних 160 послатих упитника. Хипотезе међусобних односа су испитиване путем моделовања структурним једначинама (СЕМ), софтвером Амос 18, који омогућује тестирање комплексних односа између променљивих. Добијени модел показује да постоје релације између стратегија интервенције код људских ресурса и да је у конзистенцији са организационим променама у испитиваном сектору. Ипак, студије може бити примењена и на друге пословне секторе, нпр. производњу као и на сектор укупњавања и преузимања компанија..

Кључне речи: Организациона промена, Стратегије интервенција у људским ресурсима, Нигерија, Банкарски сектор

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