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Full Length Research Paper

Organizational development practices in the Nigeria Banking Industry: Challenges and prospects

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This study examined organizational development practices in Nigerian Banking industry with the attendant challenges and prospects. The sources of data that made up this study were basically secondary sources as extensive review of extant literature in organizational development practices was made to arrive at the conclusions about organizational development practices adopted by money deposit banks as well as challenges surrounding them and prospects that abounds in the industry. Organizational development practices such as human resources development practices, technological change and strategic change were seen to have been undertaken by money deposit banks in recent times, however, bottlenecks and some hindrances to full adoption of such organization development practices within the system are existent; also some prospects for future development were outlined. We therefore, recommended that for improved performance and practices within the banking system; efforts should be made to eliminate those observed hindrances to the adoption of OD practices so as to reap the enormous benefits associated with the application of OD interventions as change remains the only constant thing in business environments.

Keywords: Organizational development (OD) practices, Technological change, Human Resource Development and Strategic change.

INTRODUCTION

Due to high demands for efficiency, accountability and complexities associated with the modern age business operations; a proper evaluation of how banking industry services are delivered has become very paramount more than ever before. 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 among other factors.

Attempt at ensuring that the banking industry is 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 (Adenike, Omotayo, and Abolaji, 2013).

With these unprecedented changes, the banking sector is now examining its internal structures 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 (Arquilera, and Dencker, 2004).

The banking industry in Nigeria just like every other sector has witnessed tremendous changes in some aspects which has in one way or the other affected performance levels within the industry; among these are recapitalization program launched through mergers and acquisition for the intent of having better capitalized banks (Soludo, 2004),effective corporate governance policies introduced to result in more accountability to shareholders, depositors, and government regulators, asset management company (AMCON) invited with the intent to soak away toxic assets/non performing loans from the banks by purchasing them resulting in clean balance sheets with the consequential effect of increased confidence by investors and depositors (Sanusi, 2012); these and many other practical evidences have impacted on banks' effectiveness (Sanusi, 2011).

This study intends to review the effect of organizational development practices in the Nigerian banking industry, challenges and prospects prevalent with such decisions in attempt to fill the perceived gap in literature because previous research works have been conducted to outline series of factors that could help improve performance and banking practices and how these courses of action consequently affect the overall economic performance of the country; Adeoye and Amupitan (2015) have examined the effect of corporate governance practices in the industry as well as issues and challenges and found such practices as helping reduce risks for investors, attraction of investment capital and improving performance within the industry.

Bank consolidation has been seen to affect money deposit banks' capacity to fund the real sector of the economy strengthened to perform their intermediation role through increase in their deposit base following the consolidation exercise (Donwa, and Odia, 2011). Accordingly, training and development of employees' reported strong relationship with competitive advantage among financial institutions (Falola, Osibanjo, and Ojo, 2014).

Statement of Problem

The need to have more strengthened balance sheets with a focus on asset quality, improving liquidity and capital adequacy, performance to increase accountability, building a pipeline of qualified leaders, addressing the career development needs of a multigenerational workforce, strategically communicating organizational priorities, engaging and retaining a diverse workforce, managing remote employees, macroeconomic instability, major failures in corporate governance at banks, lack of investor and consumer sophistication, inadequate disclosure and transparency about the financial position of banks, critical gaps in the regulatory framework and regulations, uneven supervision and enforcement, unstructured governance/management processes at the CBN and weaknesses in the business environment, on-boarding new employees, implementing numerous, significant top down changes, developing employees with less funds, succession planning and talent development demands strategic response so as to ensure the quality of our financial institutions are enhanced, financial stability established, enabling healthy financial sector that would adequately contribute to the real economy(Aquileia and Dencker, 2004; Sanusi, 2012; Adenike et al., 2013).

These factors outlined brought the entire Nigerian financial system to the brink of collapse before the intervention of deregulatory approaches. Though some of the perceived problems are being addressed, this study is carried out to examine how organizational development practices affect the performance of money deposit banks in Nigerian, howbeit not in isolation of the possible challenges prevalent with such decisions but leveraging on the potential benefits to produce a more robust and functional Nigerian banking system, nevertheless taking a peep into the possible prospects for OD practices in the industry.

REVIEW OF LITERATURE

Organizational Development Practices

Organizational development has been defined by Cummings and Worley (2008) as the system wide application and transfer of behavioral science knowledge to the planned development, improvement, and reinforcement of the strategies, structures, and processes that lead to organization effectiveness.

According to Umoh (2002), organizational development is the development of and performance of people working in the organization; this is done through the mechanism of behavioral science approaches to planned change and development of the organization in attempt to improve the overall performance and effectiveness. In diagnosing organizational health, problems are identified and are tackled using various intervention strategies and techniques; given by Moorhead and Griffin (2001) as most important techniques are ones addressing system-wide, task and technological aspects of the organization taking cognizance of groups and individuals within such establishments.

Organizational development (OD) presents an innovative and refreshing approach to increased effectiveness and planned change in organizations. It appears to be especially suited to meet the present and future demands of the organization. Accordingly, organizational development (OD) is mainly ensuring the organization reach its goals by improving individual and group performance (Burke, Eland, and Ensher, 2004).

Organization development interventions often piloted by change agents comes with the implication that the action is planned and deliberate and presumably functional. Many scholars and practitioners have suggested that an OD intervention requires valid information, free choice, and a high degree of ownership by the client system of the course of action for it to really achieve its intended goals (Moorhead and Griffin, 2001; Burke et al., 2004).

There are, however, a number of issues and challenges which must be addressed if OD is to take its place as a relevant and useful discipline for practitioners; the focus of the activity must be on changing behavior in the work environment in a way that improves individual and group performance. A second major challenge revolves around the need for professionalism in the field. The current respectability of organizational development is due largely to the innovative efforts of a limited number of highly talented and creative individuals (Ukpata, and

Olukotun, 2008).

This study focuses on organizational development practices spanning across structural, technological, leadership, strategic and human resources aspects within the Nigerian banking industry as derived from the focus of Zareen and Ayesha (2013).

Human Resources Development Practices within Nigerian Banks

Human resource development is a process through which employees in an organization are assisted to realize their full potentials for their present and future jobs. It involves long term perspective which visualizes change through involvement and ownership of such change by the participants Adenike et al. (2013).

HRD believes that individuals in an organization have unlimited potentials for growth and development and that such potentials can be built through appropriate and systematic efforts (Haslinda, 2009).

What role does human resource play when an organization is undergoing change? 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 Burke et al. (2004).

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, 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 (Adenike et al., 2013; Burke et al., 2004).

It is argued in the literature that safety of bank deposits rather than high retrenchment costs (job cuts) should be the concerned of policy makers. There is no doubt that the recent capitalization of the Nigerian Banking industry would bring about a change in the nature and quality of employment. Bankers with traditional banking skills cum information technology (IT) knowledge may not be seriously affected. The capitalized banks (mega banks) will require management and IT skills as well as other specializes knowledge (Oluwagbemi et al., 2011; Haslinda, 2009).

Human Process Change within banks

Organizational development practices directed towards human processes within the banking system present attempts to improve people’s working relationships with one another. The interventions are aimed at helping members of groups assess their interactions and devise more effective ways of working (Cummings and Worley, 2008). It seeks to enhance communication early and often among organizational members. Managers who communicate clearly, consistently and credibly benefit from lower turnover, lower absenteeism, fewer grievance filed, and better coordination, both inside and outside the organization.

During times of uncertainty, interpersonal risk managers articulate a clear vision of the company’s future; including the benefits of change to the bottom line. By creating recognizable milestones for their employees to track, they replace fear with optimism (Atuma, and Agwu, 2014). Interpersonal risks leaders also set benchmarks to measure acceptance of new initiatives, comprehension of key corporate messages and adequacy of their employees; they identify early signs of transition problems such as a significant rise in customer complaints or overt conflicts between employees and departments and take an active role in eliminating them Agwu, Atuma, Ikpefan and Iyoha, 2014). To accomplish these goals, interpersonal risk managers must have the skill to persuade, motivate, and build trust with their employees.

LEADERSHIP CHANGE

Leaders can impact the capacity to foster change and innovation (Damanpourand Schneider, 2006), and the role of ‘first-level’ leaders those who supervise individuals providing direct services is particularly critical to organizational effectiveness (Jung, Chow and Wu, 2003; Gumusluoglu and Ilsev, 2009); especially when business operations are internally executed. However, when operations are involving external parties or any of sorts as in the case of mergers and acquisitions; such changes are treated with caution. Mergers and acquisition (MandA) as a form of organizational change exercise almost always involve some level of transformational change and disruption; successful post-merger integration demands significant change on the part of both the acquiring and the acquired organization. The acquirer creates boundary disruptions changes in stated goals, strategies, ways of doing things and customs (Damanpour, and Schneider, 2006). The acquirer also must deploy control mechanisms to manage transformational change and achieve the strategic goals that drove the MandA in the first place. For its part, the acquired organization must overcome any anxieties about being ‘absorbed’ and learn to integrate itself into new corporate procedures and values. In short, a process of mutual adjustments and acculturation must take place for post-merger integration to succeed (Clair, 2007).

The greater the frequency and magnitude of change, the more important leadership and culture become. “Leadership holds it all together,” says Arian. “It is a make or break function.” Towers Perrin research (2007) confirms that leadership is the most important driver of employee engagement during periods of transition and disruption; employees look first to leaders for guidance about how to react and behave, for motivation, and for focus.

Experience shows that what leaders do during mergers and acquisitions has a significant impact on how employees of both organizations react and promote a sense of community and purpose. Positive employee perception of leaders is crucial to successful change. Employees want to believe that leadership cares about them. When employees are convinced that leaders genuinely do care about them, they become more open and willing to make necessary transitions, says Arian (2007).

Strategic Change within Nigerian Banks

Why look at strategy and its links with OD at this time? A good strategy is said to drive organizational structure, according to Lawler (1986). It links mission, the core competencies and organizational capabilities needed to perform the work, a realistic understanding of the environment, and strong leadership. As organizations and their technological, political, and social environments becomes more complex, and uncertain, this trend has produced the need for a strategic perspective from OD and encouraged planned change processes at the organization level with the attendant changes as it relates to human resources (Burke et al., 2004; Lawler, 1986).

The need for strategic change is usually triggered by some major disruption to the organization, such as the lifting of regulatory requirements, a technological breakthrough, or a new chief executive officer coming in from outside the organization.

One of the first applications of strategic change was Richard Beckhard’s use of open systems planning. He proposed that an organization’s environment and its strategy could be described and analyzed. Based on the organization’s core mission, the differences between what the environment demanded and how the organization responded could be reduced and performance improved. More recently, strategic approaches to OD have been extended into mergers and acquisitions, alliance formation, and network development. These form a bridge between OD and strategy.

Technological Change within Nigerian banks

In response to the demands for quick, efficient and reliable services, industry players are increasingly deploying technology as a means of generating insights into customers’ behavioral patterns and preferences (Oluwagbemi, Abah and Achimugu, 2011). Well developed outsourcing support functions (technology and operations) are increasingly being used to provide services and to manage costs (e.g. Automated Teller Machine networks, Cards processing, Bill presentment and Payments, Software Development, Call centre operations and Network management). All these connote electronic banking practices; electronic banking delineates the process of carrying out the business transaction of a bank using electronic devices. Examples of electronic devices that are used include Computer Systems, Global System for Mobile Communication (GSM) phones, Automated Teller Machine (ATM), Internet facilities, Optical Character Recognition (OCR), Smart Cards, etc.

E-banking enables the dramatic lowering of transaction costs, and the creation of new types of banking opportunities that address the barriers of time and distance.

Technological explosions have revolutionized banking operations in Nigeria. According to Omotosho, Dada, Adelowo and Siyanbola (2013), the Nigerian banking industry, has over the years undergone remarkable operational changes; from the use of tallies, ledgers and registers (for record keeping), to cutting-edge technologies such as computers, point of sale devices (POS), and automated teller machine (ATM) among others. Omotosho et al. (2013) also reiterated the fact that in the past, much time is required to consummate business transactions because of manual nature of transaction processing in the banking system. Nowadays, robust banking software is being deployed by banks to facilitate online real time access to customer accounts across wide branch network. Thus, in a jiffy, transactions are consummated with ease and at the convenience of customers. Also, development in the area of alternative service delivery channels through optimization of electronic banking technological innovations such as telephone banking, electronic funds transfer, mobile money services and point-of sale (POS) facilities have in no small measure contributed to efficiency and resourcefulness of Nigerian financial institutions. According to Dauda and Akingbade (2011), these changes however, pose serious challenges to bank employees who invariably have to use to information and communications technology (ICT) so as to remain relevant in the scheme of things, otherwise, they risk being rendered redundant.

Managerial framework for the implementation of organizational development practices in the banking sector

The frameworks or models adopted for this study include; ADKAR model for managing change, Kurt Lewin's 3-phase model and Kotter's 8-Step Change Model.

ADKAR model for managing change

It stands for awareness of employees, their desire to change, their knowledge about change, ability to change, and reinforcement to keep change in place. This model can help managers to determine where their employees are in the change process.
It only deals with leveraging employees capabilities to support the change, and it does not cover organizational aspects in the change process (Raftery, 2009).

Kurt Lewin's 3-phase model

The model described organizational change (using the analogy of the changing shape of a block of ice) to consist of three-stages known as Unfreeze–Change and Refreeze.

Unfreeze: this stage involves preparing the organization to accept that change is necessary by breaking down existing status quo to build up a new way of operating. The state of quasi equilibrium that the organization is operating within has to be weakened before old conduct can be jettisoned and new conduct effectively embraced. Compelling messages are also developed at this stage to stress why the existing way of doing things cannot continue by showing evidences to buttress the need for change for instance, a decline in customer sales.
The inherent core values, attributes, beliefs and behaviors characteristic of the organization have to be confronted with a view to awakening people's motivation so that they change to the desired new state.
Changing: this stage represents the actual change implementation process and employees are provided with new information and new behavioral models. Here learning mechanism such as models, mentors, experts, and benchmarking results can be used to expedite change. This stage is usually marked with uncertainty and fear. Education, communication, support and time are very vital for employees as they get familiar with the change. It is also recommended that the best way to facilitate change is to convey the idea that change is not a one-off event but a continuous learning process. The more people are prepared for change, the easier it is to complete it (Kreitner, Kinicki, and Buelens,2002).
Refreezing: this stage reinforces, stabilizes and solidifies the new norm after a change. Rewards, compliments or encouragement for persons who have successfully undergone a change process need to be provided

Kotter's 8-Step Change Model

Kotter (1995) suggests that for change to be successful, 75 percent of a company's management needs to buy into the change. Kotter's model as well as his perceptions about leading change emphasize that leaders should concentrate on people and disregard handling staff as machines. It is important to emphasize that change in employees' conducts are significant tasks in order to execute change effectively. In the eight-step model, Kotter prescribed the following steps as precursor to guaranteeing successful change initiatives;

Establishing a sense of urgency

Emphasis here is the need for top leaders to describe an opportunity that will appeal to individuals' heads and hearts and use this statement to raise a large, urgent army of volunteers. By taking this step, they will be helping others to see the need for change and this will eventually convinced them about the importance of acting immediately.

Forming a powerful guiding coalition

This involves assembling a group with enough power to lead the change effort and encouraging the group to work together as a team. Developing a change vision: There is the need to create a vision to help direct the change effort with subsequent development of strategies for achieving that vision.

Communicating the vision for buy-in

The vision created should clearly explain the new reality and its impact as well as ensuring that many people as possible understand and accept the vision and the strategy; it is important to communicate frequently to keep the messages fresh in everyone' minds. In this regard, there is need to institute an education campaign to communicate the vision by putting in place small training sessions for people to become familiar with the steps of the plan so they understand why actions are being taken.

Remove Obstacles and Enable Actions

While monitoring for continuing understanding and buy-in is essential, there is need to address concerns, identify inherent obstacles and consequently take actions to remove the obstacles with a view to propelling the change process forward. By removing barriers such as inefficient processes or hierarchy, leaders provide the freedom necessary for employees to work across boundaries and create real impact.

Generate short-term Wins

Realizing that wins are the manifestation of result, they must be harvested, categorized, communicated, publicized and celebrated early and throughout the change management process often to track progress. It is important to mention here that manager's must plan for achievements that can easily be made visible. To continue the momentum and sustain participation, achievements must be recognized and employees who were involved should be rewarded to serve as a motivating factor.

Hold the Gain, Build the Change

Continuous process improvement is essential to ensure that long-term change is sustained. This is best actualized when many achievements are celebrated and best practices shared. Each achievement offers the opportunity to build on what went right or improve what didn't work quite as well.

Incorporating changes into the culture

To make any change stick, it needs to become part of the organization as culture of an organization often determines what gets done. Therefore, there should be articulate connections between new behaviors and organizational success. Leadership development and succession planning also ensure that changes are incorporated into the culture.

Prospects of organizational development practices in Nigerian Banking System

The result of this deregulation brought far-reaching transformation through computerization and improved bank service delivery; competition with new products became keen within the system while customer sophistication posed a challenge for them, hence the reengineering of processing techniques of business activities encourage the automation of financial services especially among new generation of commercial and merchant banks (Oluwagbemi et al., 2011).

With drastic growth of banks it calls for efficient and well trained staff members to handle/deal with the consumer needs. Banks are shaping up as financial hub for their clients to grow in size and well recognized in the world market. To pull consumers; banks are offering traditional with advance services like SMS banking, ATM, internet banking and so on. So we can say that it caters for the need of the bottom to the highest class of society providing something to everyone; these transformations are facilitated by the introduction of organizational development practices (Agwu et al., 2014; Obana, 2014).

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. Since right sizing has been a growing trend in Nigerian organizations, the HR now faces the task of identifying and retaining the key employees of an organization and letting go those that do not suit its future requirements.

In effect, the emergence of a crop of new generation banks following the liberalization of bank licensing motivated the introduction of high technology in the Nigerian banking system (Soludo, 2006). Some of them considered the 'arm-chair' brick and mortar approach to banking of the old generation banks as having no regard for the customers and therefore, an identified weakness they can exploit on. Employee motivation and satisfaction is another area of concern for the HR today. In order to reduce attrition, HR needs to realize that monetary needs are not the only drive for an individual and that a sense of belongingness must be imbibed in employees.

These new banks discovered that the evolving technology at the global level could be applied to greater advantage in the Nigerian financial landscape. That indeed paid off for some of them, as customers, who ordinarily would have found it almost impossible to leave the banks they were already familiar with for a new one that was yet to find its feet, quickly noticed the difference in the available products and service. The current pace of technological advancement experienced in the banking system presents the tendency of a remarkable decrease in the number of human resource that would be required for banking operations and services as machines will be introduced to perform services previously carried out by man; howbeit not without the attendant pros and cons; manual processes would be fully automated, time wastage would be eliminated and efficiency would be improved as errors associated with human operations would be reduced (Obana, 2014; Soludo, 2006). However, human resources would not be totally eliminated because they are needed to coordinate and operate those machines.

Human resource remains one of the crucial organizational resources. Change interventions in the organization will equally have a corresponding impact on HRM. This attest that human resource management will be much concerned about achieving and acquiring qualified manpower for the organization though the application of the necessary recruitment strategies. This will help increase organizational productivity and efficiency (Jung et al., 2003; Haslinda, 2009). Due to the change interventions the organizations is bound to introduce or adopt strategies that will give it a competitive edge over competitors. These strategic change will reflect in the organizational policies, external relations, respond to environmental issues. The strategy also determines the climate of the organization which will impact on the behavior, commitment and decision of the employees.

Challenges to organizational development practices in the banking sector

Successful implementation of organizational development practices requires sufficient resources to support the process. A fairly consistent finding in the literature is that change is not cheap or without tradeoffs. Planned organizational change involves a redeployment or redirection of scarce organizational resources toward a host of new activities, including developing a plan or strategy for implementing the change, communicating the need for change, training employees, developing new processes and practices, restructuring and reorganizing the organization, and testing and experimenting with innovations (Burke and Warner, 2002). Accordingly, inability to obtain managerial support; integrated approach needs to involve senior managers, those with the real power to change things in the organization, and frequently this did not happen. Senior Managers saw that they were being asked to give their power to the OD practitioners and adopt OD values that were not necessarily congruent with their own perceived patterns of looking at the world

Failure to provide adequate resources in support of a planned change leads to feeble implementation efforts, higher levels of interpersonal stress, and even neglect of core organizational activities and functions (Fernandezand Rainey, 2006).

Also, managing employees' resistance during organizational change requires an effective type of change management processes (Jansson, 2013). In particular, communications from the right entity in the organization help improve the employees' response to organizational change (Kotter and Schilesinger, 2008). Accordingly, O'Neill (2012) explained that management practices related to organizational change must be clear, consistent and based on what is in the change for the individuals to improve their perception, and ultimately, improve their cognitive appraisal about the change.

The adoption of ICT to banking operations in Nigeria as a technological change practice for instance is encumbered with a number of perceived challenges in that ICT has not been fully explored in all dimensions. Most banks still operate liquid cash, because credit card has not been fully programmed by Nigeria banks. Also many banks have not fully integrated some aspect of their operations to their ICT network. For example, loan facility, human resources and marketing. It is not yet clear whether all banks in Nigeria have sufficiently benefited from their investment in ICT. Many banks in Nigeria still face the problems of poor performance. Loans are given to customers without following the normal procedure and this results to non performing portfolio as experienced by many of these banks. The application of ICT required high degree of knowledge, expertise and skills by all categories of employees. Training of employees takes huge amount of money and time to implement, and most employees have not really mastered all aspect of ICT necessary for their effective performance. HR also faces the challenge of creating a balanced organization that originates from mergers and acquisitions. HR needs to assimilate those policies that are mutually agreeable to the companies being merged as well as profitable for the new organization.

METHODOLOGY

Descriptive research design was employed for the study because of being theoretical; extensive review of related literature was carried out (Agbonifoh and Yomere, 1991). The sources of data used for this research study were basically secondary sources as extensive and sufficient review of extant literature on Organizational development practices (Cummings and Worley, 2008), Change management (Burke, and Warner, 2002; Worley and Morhman, 2014) and Organizational learning, Behavior in Organizations 10th Ed. (Greenberg, 2011) was carried out thus yielding support to our conclusions.

CONCLUSION

There is no doubt that banking sector reform programs as well as other organizational development practices are right steps to be taken by CBN being the apex unit of the banking sector as effective performance would be derived from such practices.

Organizational development practices strive to incorporate the human resources into the process starting from the leadership down through organizational members (employees); leadership, because for change programs to reckon success, maximum support ought to be derived from organizational leaders; however, employees' support is paramount as well because most times the effect of change programs are adverse on them; so for successful adoption and implementation of change programs employees at all levels are carried along. Consequently, organizational development practices directed at human resources of the organization seeks to ensure that at the end of the change program; organizational members should have acquired the skills and abilities for effective performances. Technological cum structural changes also have affected the practices of banks in the recent past in that banking operations and services offerings are hastened and facilitated by modern technologies, equipment and facilities thus resulting in improved satisfaction of customers; however, attendant issues surrounding adoption of these modern techniques abound but are being addressed by organizational development practices instituted by these financial institutions.

Strategies adopted by financial institutions are affected by organizational development practices instituted and as such business strategies should be designed to align with change programs to ensure competitiveness.

RECOMMENDATION

Having arrived at the aforementioned conclusions from our research findings; the following recommendations are necessitated:

Financial institutions should adopt organizational development practices aimed at reforming the human resources of the organization such that organizational members acquire the requisite skills and abilities to align to change programs instituted as well as being well equipped to initiate change when the present situation is deemed undesirable.

Organizational leaders should be encouraged to adapt desirable changes as they present themselves to industrial operations; as their (managerial) support determines success in adoption of change programs and favorable outcomes.

Organizational development practices directed towards technological advancements should be adopted for improved performance.

Organizational development practices affect strategies adopted by financial institutions and as such strategies should be designed to align with change programs to ensure competitiveness.

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