HUMAN RESOURCE GOAL ALIGNMENT AND ADAPTIVE CAPACITY OF DEPOSIT MONEY BANKS IN NIGERIA.

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Abstract

This study examined the relationship between HR goal alignment and the adaptive capacity of deposit money banks in Rivers State, Nigeria. The survey was based on 23 deposit money banks in Rivers State with a sample size of 354 bank staff. Copies of questionnaire were administered on the bank staff. Three hypotheses were formulated and tested. The statistical tool used to test the strength and direction of the relationship between the variables was the Pearson Product Moment Correlation Coefficient. Findings revealed that there is a relationship between human resource goal alignment and adaptive capacity. Therefore, the study concluded that when banks strategically align their HR initiatives, expertise, and activities with the overall organization's mission, values, and long-term goals, it fosters a culture of adaptability, agility, and continuous collaboration within the workforce. Thus, we recommend that banking organizations improve their initiatives, objectives, and key indicators (goal-setting framework) to achieve great results, even in a rapidly changing business environment. Also, bank management should get the right people around the table and ensure that everyone's opinions are valued and contribute to the success of the organization.

Keywords: Human resource goal alignment, adaptive capacity, flexibility, agile decision-making, collaborative teamwork

Introduction

The ability of an organization to respond swiftly to changes in a competitive business environment is an essential characteristic of a successful business. Change is constant in today's globalized and highly competitive business environment (Brauns, 2013). Market conditions, consumer preferences, technology, and regulatory models are constantly evolving. Therefore, to remain relevant and competitive, organizations must be agile and capable of adapting quickly to these changes. As market conditions and consumer preferences and needs change over time, an organization that can swiftly respond to these shifting consumer expectations, emerging trends, and market disruptions is better positioned to increase its market share and thrive (Rego, Brady, Leone, Roberts, Srivastava & Srivastava, 2022). According to Interbrand (2021), Microsoft's brand value witnessed a nearly threefold increase from 2000 to 2020, surging from $65 billion to $166 billion. Similarly, Apple and Amazon experienced astounding growth in their brand values, soaring from $5.5 billion to $323 billion and from $3.1 billion to $201 billion, respectively. This remarkable track underscores these brands' exceptional ability to embrace, adjust, adapt, and leverage change in the rapidly evolving business environment. These companies have demonstrated agility in adjusting their strategies to meet changing market demands. For instance, Microsoft shifted from a software-centric approach to a cloud-first strategy, which proved to be a game-changer. Apple has adapted its product lineup by introducing new iterations of its devices and expanding into services like Apple Music and Apple TV+. Amazon continually adjusted its business model, expanding from an online bookstore to a diverse conglomerate with services such as AWS (Amazon Web Services), Prime Video, and Alexa.
Organizations can struggle to anticipate future conditions, manage risks, and seize opportunities due to the unpredictable nature of the environment (Žitkienė&Deksnys, 2018). Hence, there is a need for adaptability. Adaptability enables organizations to quickly adjust to rapidly evolving circumstances

and gain a competitive edge. It creates a flexible corporate framework that facilitates quick decision-making (Yukl & Mahsud, 2010). It represents a characteristic or attribute of an organization that is characterized by speed, efficiency, and responsiveness (Nafei, 2016). Adaptive capacity refers to an organization's ability to effectively respond to change, uncertainty, and external disruptions. In a constantly evolving business environment, organizations must be flexible and agile in order to survive and thrive. It empowers them to gain a competitive edge, maintain their existence, and help them become more adaptable and responsive to market shifts. Yildiz and Aykanat (2021) stated that it is profitable when an organization can sense and respond quickly and effectively to environmental changes while focusing on achieving its strategic goals. Agile organizations advance by continually adapting to their environment, effectively aligning themselves with evolving conditions, and becoming an integral part of the transformation.
In the ever-changing business environment, achieving sustained growth and competitiveness requires a keen focus on Human Resource (HR) Goal Alignment and Adaptive Capacity. These concepts play a crucial role in the success of deposit money banks in Nigeria. They assist these banks in navigating the complexities of a rapidly evolving business environment and empower them to achieve sustained growth and long-term success. Therefore, the purpose of this study is to establish the correlation between HR goal alignment and the adaptive capacity of deposit money banks in Nigeria and to achieve this, three research questions were suggested: to what extent does HR goal affect the flexibility of deposit money banks in Nigeria? To what extent does HR goal alignment affect the agile decision-making of deposit money banks in Nigeria and to what extent does HR goal alignment affect collaborative teamwork of deposit money banks in Nigeria?

Literature Review

The Concept of Human Resource (HR) Goal Alignment

Human Resource (HR) goal alignment is the process of ensuring that the goals and objectives of the human resource department are closely aligned with the overall strategic goals and objectives of the organization. It involves linking HR initiatives, activities, and outcomes to broader organizational goals in order to enhance organizational performance and achieve desired outcomes (Ulrich & Brockbank, 2005). HR organizational goals are broken down into objectives and key indicators. Some of these include: 1. Becoming an irresistible employer -This can be achieved by - aligning workers' compensation across the board, such as setting it at 85% of the industry benchmark. Another strategy is to increase organizational brand recognition and improve the offer acceptance ratio, for example, increasing it from 70% to 79% within a specific time frame. 2. Implementing various initiatives, such as developing new templates, to enhance the organization’s acceptance. 3. Ensuring that the organization becomes an attractive destination for top talent and achieves its overall objectives, such as attaining a top 10 industry ranking as a great place to work and ensuring that the employee value proposition is competitive with other companies in similar industries. The comprehensive and deliberate approach to designing compensation and benefits programs that align with an organization's overall business strategy and objectives is a strategic means of attracting, retaining, motivating, and engaging employees. Motivated and engaged employees’ support the long-term success of the organization, regardless of the high level of competition in the business environment. Zeb-Obipi and Momodu (2021) agreed that the compensation tool can motivate employees and influence their decision to stay with an organization. Therefore, it is an essential factor in creating a competitive advantage in the labour market. Kpurunee and Nwibaede (2023) submitted that employees are more likely to be engaged and committed to their work when they believe that their efforts are recognized and rewarded appropriately. The compensation tool is also vital for attracting and retaining credible talents in the organization (Bersin, Harris, Lamoureux, Laurano, & Mallon, 2016). Thus, HR can impact an organization's success through its efficiency in goal alignment and development of the human assets that are a source of competitive advantage (Ulrich, 1997).

HR-Organizational Goal Alignment is crucial as it enhances the effectiveness of both HR and the organization. It ensures that the entire workforce is a key driver of the company's success, yielding several benefits, including resource optimization, employee engagement, adaptability and agility, strategic focus, and talent management. More so, an aligned HR goal facilitates effective talent acquisition, development, and retention strategies. It creates an environment where employees understand their role in contributing to the company's success and optimizes the allocation of resources. These ensure that HR practices are directed towards fulfilling the company's long-term strategic objectives. Aligning HR goals with the organization's overall goals and strategic objectives ensures that HR initiatives are not isolated but contribute directly to the achievement of the company's overall mission and vision and support employee performance and development. Thus, the HR department needs to have a clear understanding of the organization's strategic goals and objectives, which includes knowledge of the organization's mission, vision, values, and strategic priorities. This allows them to focus on initiatives that will have the greatest impact on the company's success and make better use of their resources. It creates a unified focus across the organization, reinforcing the importance of HR in driving business success. Having a clear understanding of the organization's purpose, objectives and well-defined goals is the reason some top companies (Google, Microsoft, ABNB, etc.) have been able to grow and achieve some of their bigger vision. It cultivates a motivated and engaged workforce that is committed to achieving the organization's goals. It is also a necessity that human resource professionals have a deep understanding of fundamental external business realities, such as technology, economic and regulatory issues, and workforce demographics (Ulrich & Brockbank, 2005). These factors significantly influence industries, companies, and overall business dynamics. To maintain their credibility, HR professionals must stay informed about the latest trends in each of these areas, comprehend the underlying factors driving these trends, and be aware of reliable sources where they can access relevant information.

The Concept of Adaptive Capacity

Adaptive capacity is an organization's ability to respond and adapt effectively to changes, challenges, or disruptions in their environment. It is a measure of how well an organization can adjust its strategies, structures, and processes in the face of uncertainty and evolving circumstances. Adaptive capacity is crucial for banks to thrive and survive in dynamic and unpredictable situations. Zeb-Obipi, Obiekwe and Ateke (2019) stated that it is a component of resilience that demonstrates the ability to adapt and embrace innovative solutions, as well as the ability to develop adaptable strategies to address various types of challenges. It entails attributes of organizations and institutions that foster learning when faced with change and uncertainty.

Folke, Colding, and Berkes (2003) identified four dimensions of adaptive capacity. These dimensions include learning to live with uncertainty, nurturing diversity for reorganization and renewal, combining different types of knowledge for learning, and creating opportunities for self-organization. Luthans and Youssef (2004) defined adaptive capacity as the extent to which a system can modify its circumstances to move to a less vulnerable condition. An organization can modify its strategy, operations, management system, governance structure, and decision-support capabilities to withstand perturbations and disruptions (He, Huang, Choi&Bilgihan, 2023). Put differently, organizations can modify their strategic plans and objectives in response to external disruptions or internal challenges. For instance, during financial crisis, a bank might shift its strategy from aggressive expansion to cost-cutting and consolidation to weather the economic downturn. More importantly, operational processes and procedures can be adapted to better align with changing circumstances. Additionally, an organization's management system can be restructured to enhance agility and responsiveness. Dalziell and McManus (2004) argued that any system can adapt to change in several ways. These include using existing available responses to address the problem, applying an existing response in a new context to address the problem, and using novel responses to address the problem. In this study, we measured adaptive capacity by examining dimensions such as flexibility, agile decision-making, and collaborative teamwork, as discussed in the following sections.

Measures of Adaptive Capacity

Adaptive capacity has been defined as "operational and strategic flexibility" - a combination of organizational and managerial capabilities that enable organizations to swiftly adapt to environmental change (Hatum & Pettigrew, 2004; Sheffi& Rice, 2005). It is also referred to as "organizational change capacity" - a combination of managerial and organizational capabilities that allow an enterprise to adapt more effectively and rapidly than its competitors to changing situations (Judge & Douglas, 2009). Additionally, it is described as "organizational buffering capacity" - the regulation and insulation of organizational processes, functions, entities, or individuals from the effects of environmental uncertainty or scarcity (Lynn, 2005). This study however, measures adaptive capacity using flexibility, agile decision-making and collaborative teamwork.

Flexibility

Flexibility implies an organization's ability to respond to market dynamics, seize opportunities, mitigate risks, and foster a culture of adaptability and innovation. Wright and Snell (1998) stated that it is the capability to rapidly reconfigure resources and activities in response to environmental demands. Flexibility plays a crucial role in an organization's risk management as it fosters innovation and experimentation. When organizations anticipate potential risks and develop contingency plans, they are better prepared to adapt when adverse events occur. Flexibility also creates an environment in which employees are empowered to propose new ideas and technologies. Organizational agility refers to an organization's capacity to adapt, change and respond effectively to both internal and external factors, while preserving its core functions, objectives, and values. It involves the ability to adapt strategies, structures, processes, and resources to meet changing circumstances, seize opportunities, and mitigate risks. An organization is considered flexible when it can adapt its long-term goals and strategies in response to changing market conditions or shifts in customer preferences. For instance, banking organizations may adopt agile banking principles to optimize their operations, minimize inefficiencies, and respond more effectively to changes in customer demands and market dynamics. This adaptation not only enhances productivity but also helps to provide better services to customers, enabling companies to stay competitive in the market. Successful organizations recognize the value of flexibility in remaining competitive and sustainable over the long term.

Agile Decision making

This is a dynamic and iterative approach to making decisions in a fast-paced and uncertain environment. It focuses on delivering value to customers. Firms operate in a highly unstable environment, which exposes them to potential disruptive events. As a result, a culture of swift decision-making is fostered to ensure their continued survival. Agile decision-making in banking begins with a thorough understanding of customer needs and preferences. Banking institutions gather continuous feedback from customers, conduct surveys, and monitor market trends to remain aware of changing demands. This information helps inform strategic decision-making, improve product offerings, and enhance customer satisfaction. A recent survey conducted by Qualtrics revealed that 90% of banking executives consider customer experience to be a crucial differentiating factor for their business. Therefore, it is a top priority (Lim, 2023).

In the event of a disruption, a prompt decision must be made, and it is crucial to find the correct solution to address the emerging issues. As pointed out by Tallon, Queiroz, Coltman and Sharma, (2019) the current trend in IT infrastructure enables agile decision-making and facilitates incremental progress within organizations. By embracing agile decision-making principles, banks can better respond to changing market conditions and customer expectations, thereby improving their overall efficiency and competitiveness.

Collaboration Teamwork

Collaboration is a process in which entities share information, resources, and responsibilities to jointly plan, implement, and evaluate a program of activities in order to achieve a common goal (Camarihna-Matos &Afsarmanesh, 2008). It is concerned with individuals pooling their knowledge, skills, and resources to collectively achieve outstanding results. Collaboration plays a crucial role in various aspects of business operations, resulting in innovation, problem-solving, security and fraud prevention, customer service, cross-functional teams, and productivity (Cascade Strategy, 2023). In banking organizations, different departments such as retail banking, risk management, IT, marketing, and customer service work together as cross-functional teams, to deliver products and services that meet the needs of customers while ensuring compliance with regulations (V-Comply, 2023; Insightful

Banking, 2023; Majchrzak, More & Faraj, 2012). Collaboration is also crucial in addressing cybersecurity threats and preventing fraud. Different security teams within the bank work together to safeguard customer data and financial assets. It is essential for product development and digital transformation of a business (Rocha, Quandt, Deschamps, Philbin & Cruzara, 2021). For instance, a bank could collaborate with a fintech company to develop a new mobile banking app. The bank would provide its expertise in banking and financial services, while the fintech company would provide its expertise in mobile app development. The result would be a new mobile banking app that is innovative and user-friendly (Chapman, 2024; Clere, 2022). This can lead to improved productivity, innovation, and customer service. Another example is that a bank can partner with a merchant to offer a co-branded credit card. The bank would provide its expertise in credit card issuance and processing, while the merchant would contribute its expertise in customer loyalty programs. The result would be a co-branded credit card that offers customers rewards for shopping at the merchant's stores (NerdWallet 2024). Therefore, collaboration can benefit banking organizations, as it allows banks to remain competitive and to meet the needs of their customers in a changing world. The figure 1.1 indicates a relationship between HR organizational goal and adaptive capacity which is measured using flexibility, agile decision making and collaborative teamwork.

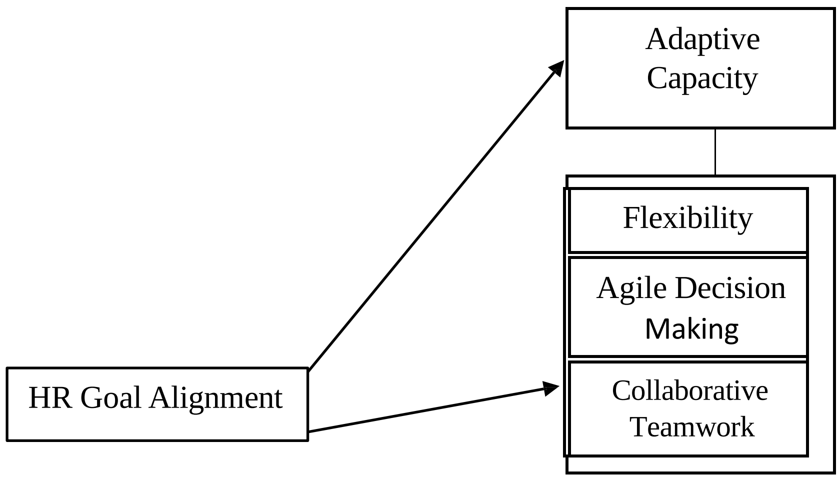

Figure 1.1 Conceptual Framework of HR Organizational Goal and Adaptive Capacity
Source: Researchers (2023), Zeb-Obipi, et al., (2019), Accra Jaja & Amah (2014).

Theoretical Underpinning

Resource-Based View

The resource-based view is a fundamental concept that helps organizations understand and leverage their unique resources and capabilities to gain a competitive advantage. It suggests that a firm's success and sustained competitive advantage are primarily driven by its distinctive resources and capabilities. Barney's work in 1991 is often regarded as ground-breaking for its contribution to the development of the Resource-Based View theory. According to Barney, organizations that possess valuable, rare, difficult-to-imitate, and irreplaceable resources can attain long-term competitive advantage and create value for the company (Lockett, Thompson, & Morgenstern, 2009). The theory highlights that each organization possesses a distinct set of resources, which can be either tangible (such as physical assets and financial capital) or intangible (such as brand reputation, customer loyalty, knowledge, and technology). A banking organization's unique resources include a large customer base, an extensive branch network, advanced technological infrastructure, specialized financial products, and a strong brand image.

HR initiatives, activities, and capabilities developed within deposit money banks can be considered as core resources that contribute to the banks' competitive advantage and adaptive capacity. Well-designed HR goals can improve the financial performance of banks, enhance customer satisfaction, and contribute to their long-term growth and stability in a competitive business environment. When HR implements strategies to control labor costs, optimize staffing levels, and improve productivity, it directly impacts the bank's bottom line. HR can also design compensation and incentive programs that motivate employees to perform at their best, which leads to increased sales and revenue generation. The resource-based view also recognizes the importance of adaptive capacity, which refers to an organization's ability to effectively respond and adapt in the constantly changing business environment. Human resource alignment plays a crucial role in fostering adaptive capacity within the workforce. This adaptability is crucial for organizational flexibility, enabling banks to adapt to unforeseen challenges and capitalize on emerging opportunities. According to the theory, sustainable competitive advantage arises when a banking organization possesses resources and capabilities that are valuable, rare, difficult to imitate, and not substitutable. This means that a bank's competitive advantage lies in resources and capabilities that are unique and difficult for competitors to replicate. For example, a well-established bank with a strong brand image and a wide customer base may enjoy a sustainable competitive advantage over new entrants in the market.

Relationship between HR Goal Alignment and Organizational Resilience

HR goals and initiatives are closely aligned with the organization's strategic objectives as HR focuses on activities that directly contribute to building the adaptive capacity of an organization. The HR department develops strategies to attract, retain, and develop talented employees, fostering a culture of innovation and learning, and promoting employee well-being, all of which are crucial for enhancing the organization's success. Properly aligned HR goals allow for effective talent management and succession planning (Hewitt, 2008). This means identifying and nurturing high-potential employees who can assume critical roles during times of crisis or leadership transitions. A strong talent pool ensures continuity and stability during challenging periods, enhancing the organization's ability to withstand disruptions (Sheffi, 2015). When employees are engaged and kept focused on the bigger vision of the organization and the purpose of what the organization is trying to drive, they are more likely to be adaptable, embrace change and offer creative solutions to problems. HR can align its training and development programs to enhance employees' skills and competencies that are essential for navigating uncertain and rapidly changing business environments (Ulrich & Dulebohn, 2015; Gold, 2007). Employees become better equipped to handle unexpected challenges by investing in continuous learning, and the organization becomes more resilient. HR plays a crucial role in developing crisis management plans, establishing communication protocols, and supporting employees during challenging times (Schuler & Jackson, 2014). A HR department that is well-aligned with organizational goals can swiftly mobilize resources, provide support, and implement effective crisis management strategies, thereby increasing the organization's resilience in times of adversity. Based on these, firms have displayed an increasing inclination toward HR Goal Alignment and Organizational Resilience in their business practices. Consequently, we hypothesized thus:

Ho1: There is a significant relationship between HR organizational goal alignment and flexibility of deposit money banks in Nigeria.

Ho2: There is a significant relationship between HR goal alignment and agile decision-making of deposit money banks in Nigeria.

Ho3: There is a significant relationship between HR goal alignment and collaborative teamwork in deposit money banks in Nigeria.

Methodology

This study adopted a cross-sectional survey design, which involves collecting data at a specific point in time, and employed a descriptive approach to analyze the data. The research focused on employees from 23 money deposit banks in Rivers State, Nigeria, as the units of analysis. The analysis was conducted at the micro-level. A sample size of 354 bank staff was determined using Krejcie and Morgan (1979) sample size determination table. After discarding mutilated and invalid copies, 290 copies of the instrument were used for the analysis. Primary data for this study was collected using a structured questionnaire that utilized a 5-point Likert scale, ranging from strongly disagree to strongly agree. The study employed the simple random sampling technique, and the sample frame was determined using Bowley's (1964) formula. The validity of the questionnaire was tested using the content validity technique, and the reliability of the instrument was ascertained using the Cronbach Alpha coefficient. All the items scored above 0.70. For a test of the scale's reliability, the following

Cronbach's alpha coefficients were obtained: HR goal alignment (0.78), Adaptive capacity (0.88), Flexibility (0.72), Agile decision-making (0.75), and Collaborative teamwork (0.79). Following Nunally's (1978) model, which suggests a benchmark of 0.70, the reliability of the study's scale is considered acceptable. The statistical tool used to test the strength and direction of the relationship between performance appraisal and career development was the Pearson Product Moment Correlation Coefficient.

Results

In our primary analysis, we used frequency distributions and descriptive statistics to examine the demographic information of the study and conduct univariate analyses, respectively. The results showed that 45% of the respondents were males, while 55% were females. 23.8% of the respondents are between the ages of 25 and 30, while 29.0% are between the ages of 31 and 35. 35.9% of the respondents are between 36-40 years old, and 11.4% of respondents are 41 years old and above. On educational qualifications, we had the following distribution: 15.5% had OND, 36.6% had HND/BSc, and 47.9% had a PG Degree. While analyzing the years of service, we found that 33.1% of respondents had 0-5 years of experience, 45.2% had 6-10 years of experience, 16.9% had 11-15 years of experience, and 4.8% had 16 years of experience or more.

Table 1: Correlation between HR Goal Alignment and Flexibility

		HR Goal Alignment	Flexibility
HR Goal Alignment	Pearson Correlation	1	.440**
	Sig. (2-tailed)		.000
	N	290	290
Flexibility	Pearson Correlation	.440**	1
	Sig. (2-tailed)	.000	
	N	290	290

**. Correlation is significant at the 0.01 level (2-tailed).

Table 1 above presents the relationship between HR Goal Alignment and Flexibility. By interpretation, with r = .290 at p = 0.00 < 0.05, the result indicates a moderate positive and significant relationship between HR goal alignment and Flexibility. This indicates that a one-unit increase in HR Goal Alignment will also result in a .440 increase in Flexibility. Since the correlation is statistically significant at a significance level of 0.05, with a P-value of 0.000, the null hypothesis was rejected, and the alternative hypothesis was accepted. This suggests a significant relationship between HR Goal Alignment and Flexibility.

Table 2: Correlation between HR Goal Alignment and Agile Decision Making

		HR Goal Alignment	Agile Decision Making
HR Goal Alignment	Pearson Correlation	1	.603**
	Sig. (2-tailed)		.000
	N	290	290
Agile Decision Making	Pearson Correlation	.603**	1
	Sig. (2-tailed)	.000	
	N	290	290

**. Correlation is significant at the 0.01 level (2-tailed).

Table 2 above presents the relationship between HR Goal Alignment and Agile Decision-Making. By interpretation, with r = .603 at p = 0.00 < 0.05, the result indicates a substantial positive and significant relationship between HR Goal Alignment and Agile Decision-Making. This indicates that a one-unit increase in HR Goal Alignment will also result in a .603 increase in Agile Decision-Making. Since the correlation is statistically significant at a significance level of 0.05, with a P-value of 0.000, the null hypothesis was rejected, and the alternative hypothesis was accepted. This suggests a significant relationship between HR Goal Alignment and Agile Decision-Making.

Table 3: Correlation between HR Goal Alignment and Collaborative Teamwork

		HR Goal Alignment	Collaborative Teamwork
HR Goal Alignment	Pearson Correlation	1	.646**
	Sig. (2-tailed)		.000
	N	290	290
Collaborative Teamwork	Pearson Correlation	.646**	1
	Sig. (2-tailed)	.000	
	N	290	290

**. Correlation is significant at the 0.01 level (2-tailed).

Table 2 above presents the relationship between HR Goal Alignment and Collaborative Teamwork. By interpretation, with $r = .646$ at $p = 0.00 < 0.05$, the result indicates a substantial positive and significant relationship between HR Goal Alignment and Collaborative Teamwork. This indicates that a one-unit increase in HR Goal Alignment will also result in a .646 increase in Collaborative Teamwork. Since the correlation is statistically significant at a significant level of 0.05, with a P-value of 0.000, the null hypothesis was rejected, and the alternative hypothesis was accepted. This suggests a significant relationship between HR Goal Alignment and Collaborative Teamwork.

Discussion

The test of hypotheses one, two and three revealed that HR goal alignment is positively correlated with flexibility, agile decision-making and collaborative teamwork in deposit money banks in Rivers State. Following these findings, it is evident that HR goal alignment has a positive relationship with every paired variable of adaptive capacity. This implies the existence of a positive and direct relationship between HR goal alignment and adaptive capacity. Therefore, this research affirms that in a sector, such as the banking sector, which is prone to economic fluctuations, regulatory changes, and technological advancements, adaptive capacity is a crucial determinant of sustainability. A bank that aligns its HR goals with its strategic direction cultivates a workforce that possesses the necessary skills, competencies, and mindset to adapt to changing circumstances. According to Vives (2020), in the business environment of the banking industry, the ability of deposit money banks to adapt to change is paramount. Hence, the bank's capability to respond swiftly and effectively to internal and external changes is increasingly recognized as a key determinant of long-term success; and one of the critical drivers of adaptive capacity lies within the Human Resources (HR) domain, particularly the alignment of HR goals with the overarching objectives of the bank. This aligns with the findings of Brown and Peterson (2020), who emphasized the positive relationship between HR goal alignment and organizational resilience.

The study analyzed a wide range of industries and concluded that strategic HR goal alignment positively influenced the capacity of organizations to withstand challenges and recover quickly. Moreover, HR goal alignment enhances collaboration across departments. When employees understand how their roles contribute to the bank's larger goals, they are more likely to collaborate, share insights, and work together to address challenges. This interdepartmental synergy is integral to a bank's ability to respond collectively to disruptions.

Conclusion and Recommendations

The research findings demonstrates that a well-designed human resource goal alignment can enhance the adaptive capacity of deposit money banks. When banks strategically align their HR initiatives, expertise, and activities with the overall organization's mission, values, and long-term goals, it fosters a culture of adaptability, agility, and continuous collaboration within the workforce. Therefore, the study concluded that HR goal alignment has a positive relationship with the adaptive capacity of deposit money banks in Rivers State. Thus, we recommend that:

Banking organizations should enhance and clarify their initiatives, objectives, and key indicators (goal-setting framework) to achieve excellent and sustainable results, even in a rapidly evolving business environment. It is more important to align people with specific goals and objectives that focus on outcomes rather than tasks. Goals and objectives that focus on outcomes provide a clear sense of purpose and direction for workers. When workers understand the ultimate results, they are working towards, they are more likely to feel motivated and engaged. More so, when workers are granted the freedom to determine how they achieve a specific outcome, it empowers them to take ownership of their work.

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Bank management should get the right people around the table and ensure that everyone's opinions are valued and contribute to the success of the organization. They should create an environment where the opinions and input of all individuals are respected and considered. This practice can lead to a more inclusive and collaborative workplace, which in turn can contribute to better decision-making and employee satisfaction. They should promote and encourage collaboration and communication, as these are essential tools for engaging all workers and departments within the bank to achieve set goals. Collaboration and communication enable the sharing of knowledge and expertise across departments in banks. This can lead to more informed decision-making, improved problem-solving, and increased efficiency in the competitive business environment.

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