Journal of Economics, Finance and Management Studies

ISSN (print): 2644-0490, ISSN (online): 2644-0504

Volume 09 Issue 04 April 2026

Article DOI: 10.47191/jefms/v9-i4-44, Impact Factor: 8.735

Page No: 2134-2145

An Empirical Calibration of the Influence of Effective Functional Management on Organisational Harmony in Money Deposit Banks in Yenagoa, South-South Nigeria

Amah, Cletus Okey[1], Afam-Ikwuagwu Joy Chioma[2]

[1]PhD, PhD, FNIM, FCPA, FCNA, FCFIA, FAMSSRN, University of Port Harcourt Business School, Nigeria

[2]HND, PGD, MBA, BSc, MSc, University of Port Harcourt Business School, Nigeria

ABSTRACT: As teleologic entities, organisations must sustain their systemic holism and internal harmony, if they have to accomplish their set goals and objectives. This is often accomplished by minimizing worker-discontent and the consequential resistance, through effective management, especially in such critical areas or organizational functions as finance and human resources. This study examines the place of effective *Functional Management* in fostering organizational harmony in Nigeria's banking industry. It employs *Financial Management* and *Human Resource Management* as operational dimensions of *Management Practices*, (the predictor variable), *Behavioural Resistance* and *Emotional Resistance* as proxies of *Employee Resistance* (the criterion variable), and *Leadership Style* as the moderating variable. Domiciled in Yenagoa, the Capital city of Bayelsa State, South-South Nigeria, the study specifically examines how management practices - typified in *Financial Management* and *Human Resource Management* - relate to *Employee Resistance,* as measured by *behavioural resistance* and *emotional resistance* among bank employees. It equally evaluates how *leadership style* moderates these relationships. A correlational research design was adopted, and data collected from 225 respondents drawn from selected money deposit banks using a structured questionnaire. The data were analyzed using Pearson Product Moment Correlation and Multiple Regression analyses, with the aid of SPSS version 21.0. The findings reveal a significant positive relationship between *Financial Management* and *Behavioural Resistance*, as well as between *Financial Managemen*t and *Emotional Resistance*. Similarly, *Human Resource Management* showed a strong positive relationship with both *Behavioural Resistance* and *Emotional Resistance*. The results further indicate that *leadership style* significantly moderates the relationship between *Financial Management* and *Employee Resistance*. These findings suggest that effective financial and human resource management practices, when supported by transformational leadership, could significantly reduce employee resistance and enhance *organizational harmony*. The study concludes that transparent financial policies, inclusive human resource practices, and participatory leadership are essential tools for managing employee resistance in banking organizations. It recommends that bank management should improve financial transparency, strengthen Human Resource policies, and adopt leadership styles that foster employee trust and commitment to organizational goals.

KEYWORDS: Financial Management, Human Resource Management, Leadership Style, Behavioral Resistance, Emotional Resistance, Organisational Harmony.

INTRODUCTION

Management in the context of banking refers to the process by which bank executives plan, organize, lead, and control the resources of the bank—financial, human, and material—to achieve institutional goals such as profitability, stability, customer satisfaction, and regulatory compliance. Management thus involves setting objectives, making decisions, deploying resources (capital, personnel, technology, etc.), supervising operations, and adjusting strategies in response to internal and external pressures. Classic definitions, for example, Robbins & Coulter (2017), define management as "the process of planning, organizing, leading, and controlling the efforts of organization members and using organizational resources efficiently and effectively to achieve stated organizational goals" (Robbins & Coulter, 2017). In money deposit banks, management must also ensure liquidity,

risk control, compliance with banking regulations, and good customer service, since these institutions are highly regulated financial intermediaries.

Resistance, by contrast, is the set of attitudes, behaviors, and reactions by employees that oppose, slow down, or undermine change or new managerial initiatives. Employee resistance can be cognitive (beliefs, perceptions), emotional (fear, anxiety, frustration), behavioral (actions such as slowing work, absenteeism, open defiance), and passive (silent non-compliance, minimal engagement). Oreg (2003) defines resistance to change as "the dispositional reluctance to accept changes which an individual perceives as imposed or as threatening to his/her status quo". Pardo del Val & Martínez-Fuentes in their work, "Resistance to change: A literature review and empirical study", assert that resistance is not just overt but also subtle, often rooted in how changes are framed, communicated, and whether employees feel included or threatened. In the setting of money deposit banks in Yenagoa, such resistance might occur when new technologies are introduced, when restructuring or cost-cutting is done, or when management changes internal policies (for example, altering bonus systems or enforcing stricter compliance).

Financial management and human resource management are two key functional areas through which management interacts with and can provoke or reduce employee resistance. Financial management refers to the planning, organizing, directing, and controlling of financial resources. In banks, this includes capital adequacy, liquidity, investment, asset-liability matching, cost control, budgeting, and pricing of banking services. When financial management decisions are abrupt (e.g. sudden cost cuts, reduction in staff benefits, unplanned budget constraints), employees may resist because of perceived threats to job security, compensation, or workload. Human resource management (HRM), on the other hand, involves recruitment, training, performance appraisal, rewards, career development, and employee relations. Good HRM practices—participatory decision making, adequate training, fair appraisal, reward systems—tend to reduce resistance by increasing trust, competence, and perceived fairness. In Nigerian banking literature, for example, studies have shown that HRM strongly affects performance (e.g. human resource management and banks' performance in Nigeria; reward management, employee resourcing etc.) and, implicitly, that poor HRM is a source of dissatisfaction and resistance. (See *Human Resource Management and Banks' Performance in Nigeria*, 2019). Thus, management via financial management and HRM has a direct relationship with employee resistance: sound financial management that protects employee interests and HRM practices that are fair and inclusive reduce resistance; conversely, mismanagement in these areas tends to increase resistance.

Leadership style serves as a crucial moderating variable in the relationship between management (especially financial management and HRM interventions) and employee resistance in money deposit banks in Yenagoa. Leadership style refers to how leaders direct, motivate, and interact with subordinates—whether autocratic, democratic, transformational, transactional, etc. In contexts where the leadership style is participative or transformational (leaders involve employees in decision making, communicate vision, show empathy, support, and recognition), the negative effects of management changes on resistance are tempered. In contrast, under more autocratic or directive styles, employees may feel imposed upon and powerless, which tends to exacerbate resistance. Some studies from other Nigerian states (e.g. studies on leadership styles and employee work attitude) show that transformational leadership is associated with better employee attitudes, lower stress, more buy-in for change, whereas directive or laissez-faire styles correlate with more resistance, absenteeism, lower trust. For Yenagoa specifically, a study titled *Accelerating Organizational Performance: Transformational Leadership among Commercial Banks in Yenagoa, Bayelsa State* provides evidence that leadership style has significant effects on performance metrics; while it does not always measure resistance per se, its implications for resistance are strong given that performance improvements are linked with employee buy-in and lower opposition (see Semanticscholar source).

Empirical studies in Nigeria have explored many of these relationships but several gaps remain. For example, while there are studies in the Yenagoa metropolis on correlates of employee performance in commercial banks (which include commitment, target achievement, turnover rates) and on how technological change affects performance, fewer studies explicitly focus on employee resistance in relation to financial management decisions or HRM, especially with rigorous measurement of resistance and leadership as moderator. Also, many studies are cross-sectional or limited to staff attitudes rather than observed behaviors of resistance. Moreover, there is scant literature that is geographically specific to Yenagoa, Bayelsa State, investigating how the local culture, stakeholding practices, regulatory environment, and socio-economic conditions there influence the dynamics of management practices, leadership style, and resistance. Thus, research is needed in Yenagoa that uses mixed methods, includes both attitudinal and behavioral measures of resistance, explicitly examines how financial management and HRM generate resistance, and tests leadership style as a moderator, taking into account local contextual factors.

An Empirical Calibration of the Influence of Effective Functional Management on Organisational Harmony in Money Deposit Banks in Yenagoa, South-South Nigeria

Statement of the problem

Employee resistance has emerged as a major challenge confronting the effective management of money deposit banks in Nigeria, and particularly in Yenagoa, Bayelsa State. Money deposit banks operate in a dynamic financial environment characterized by frequent regulatory reforms, technological innovation, and strategic restructuring to remain competitive and compliant. However, these changes often generate anxiety, mistrust, and opposition among employees who perceive such initiatives as threats to job security, workload stability, or established routines. This resistance manifests in diverse ways—ranging from low morale, absenteeism, and work slowdowns to subtle noncompliance and information hoarding—which ultimately undermine productivity, customer satisfaction, and organizational performance. The banking sector's emphasis on efficiency and compliance requires consistent managerial adjustments in financial management and human resource management practices, yet without employee cooperation, even well-intentioned policies are often met with indifference or hostility.

Several scholars, including Oreg (2003), Pardo del Val and Martínez-Fuentes (2003), and more recently Akinola and Abiola (2020), Amah and Ikeagwu (2025) have examined employee resistance to organizational change, highlighting factors such as poor communication, inadequate leadership engagement, and lack of participatory management as key drivers. While these studies have contributed valuable insights, most have focused on manufacturing firms or public organizations, with limited attention given to the peculiarities of money deposit banks in Bayelsa State. Empirical research specific to Yenagoa is particularly scarce, especially regarding how management practices in financial and human resource domains interact with leadership style to influence employee resistance. Existing works tend to generalize findings across Nigeria without accounting for local cultural and operational dynamics of smaller urban centers like Yenagoa. These limitations create a gap that this study seeks to fill by critically examining management practices and employee resistance in money deposit banks in Yenagoa, with leadership style serving as a moderating variable.

Conceptual Framework

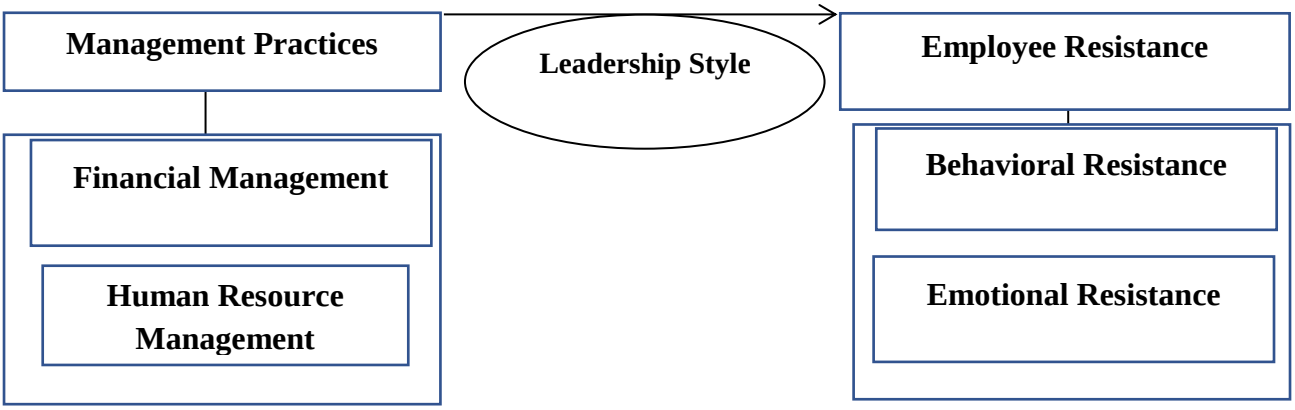


Fig. 1.1 Conceptual framework on the relationship between management practices and employee resistance of money deposit banks in Yenegoa, Bayelsa State

Source: Researcher Help-desk (2025), dimensions adapted from Nwachukwu, (2019). dimensions of management, as well as the measures of employee resistance adapted Eneh, (2017).

Aim and Objectives of the Study

The aim of this study is to examine the relationship between management and employee resistance of money deposit banks in Yenegoa, Bayelsa State**,** with leadership style serving as a moderating variable.

The specific objectives are to:

1. Determine the relationship between financial management and behavioral resistance of money deposit banks in Yenagoa, Bayelsa State
2. Examine the relationship between financial management and emotional resistance of money deposit banks in Yenagoa, Bayelsa State
3. Ascertain how human resource management relates to behavioral resistance of money deposit banks in Yenagoa, Bayelsa State
4. Find out how human resource management relates to emotional resistance of money deposit banks in Yenagoa, Bayelsa State

5. Evaluate the moderating effect of leadership style on the relationship between management practices and employee resistance in money deposit banks in Yenagoa, Bayelsa State.

Research Questions

This study was guided by the following research questions:

1. What is the relationship between financial management and behavioral resistance in money deposit banks in Yenagoa, Bayelsa State?
2. What is the relationship between financial management and emotional resistance in money deposit banks in Yenagoa, Bayelsa State?
3. How does human resource management relate to behavioral resistance in money deposit banks in Yenagoa, Bayelsa State?
4. How does human resource management relate to emotional resistance in money deposit banks in Yenagoa, Bayelsa State?
5. To what extent does leadership style moderate the relationship between management practices and employee resistance in money deposit banks in Yenagoa, Bayelsa State?

Research Hypotheses

The following tentative answers were provided to the research questions in the form of null hypotheses for the study:

$H0_1$: There is no significant relationship between financial management and behavioral resistance in money deposit banks in Yenagoa, Bayelsa State.

$H0_2$: There is no significant relationship between financial management and emotional resistance in money deposit banks in Yenagoa, Bayelsa State.

$H0_3$: There is no significant relationship between human resource management and behavioral resistance in money deposit banks in Yenagoa, Bayelsa State.

$H0_4$: There is no significant relationship between human resource management and emotional resistance in money deposit banks in Yenagoa, Bayelsa State.

$H0_5$: Leadership style does not significantly moderate the relationship between management practices and employee resistance in money deposit banks in Yenagoa, Bayelsa State.

LITERATURE REVIEW

Below is a review of related literature, broken down to conceptual, theoretical and empirical reviews, respectively.

Conceptual Review

Management

Management is a fundamental organizational function that involves planning, organizing, leading, and controlling resources to achieve defined objectives efficiently and effectively. According to Koontz and Weihrich (2015), management is "the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims." It serves as the coordinating mechanism that integrates financial, human, and material resources toward goal achievement. In the banking sector, management entails strategic decision-making in areas such as investment, customer relations, risk control, and staff development. Effective management practices are particularly crucial for money deposit banks, where operational efficiency, compliance, and service quality determine institutional performance and public trust (Drucker, 2007).

Within money deposit banks in Yenagoa, Bayelsa State, management practices directly affect both employee behavior and organizational outcomes. Poorly executed management strategies—such as unclear communication, unrealistic targets, or inconsistent policies—often trigger employee resistance and low morale. Conversely, participatory management approaches that value feedback, training, and inclusive decision-making foster trust and commitment among employees. Armstrong and Taylor (2020) emphasize that modern management is not merely about control but about developing people and systems that support adaptability and innovation. Hence, understanding management practices in this context is critical for addressing employee resistance and improving organizational resilience.

Resistance

Resistance refers to the opposition or pushback exhibited by employees when confronted with organizational changes, policies, or managerial actions that threaten their comfort or perceived stability. Oreg (2003) defines resistance to change as "an individual's dispositional tendency to resist or avoid making changes, even when such changes might be beneficial." Resistance can manifest cognitively (beliefs and perceptions), emotionally (feelings and attitudes), or behaviorally (actions and reactions). It

is a natural human response to uncertainty, loss of control, or lack of involvement in decision-making (Dent & Goldberg, 1999). In banking organizations, resistance may arise during digital transformations, policy reforms, or restructuring initiatives aimed at improving efficiency.

In money deposit banks in Yenagoa, resistance among employees is often linked to managerial practices perceived as insensitive, abrupt, or poorly communicated. For example, staff members may oppose new banking software, stricter compliance measures, or performance-based reward systems if they feel excluded from the planning process. According to Bovey and Hede (2001), resistance becomes problematic when management fails to recognize it as a signal of deeper organizational issues. Therefore, managing resistance effectively requires open communication, trust-building, and leadership approaches that emphasize empathy and participation—factors that this study explores in the context of financial and human resource management practices.

Financial Management

Financial management involves the strategic planning, organizing, directing, and controlling of financial activities to ensure an organization's liquidity, profitability, and sustainability. Van Horne and Wachowicz (2012) define financial management as "the process concerned with procurement and utilization of funds in the most effective manner." In the banking sector, it encompasses capital budgeting, liquidity management, credit control, and investment planning. Sound financial management ensures that money deposit banks remain solvent, meet regulatory requirements, and sustain customer confidence. Poor financial management, however, can result in inefficiency, employee uncertainty, and operational instability (Pandey, 2015).

In money deposit banks in Yenagoa, financial management decisions—such as cost control measures, performance-based budgeting, and technology investments—can directly influence employee attitudes. When employees perceive financial reforms as fair, transparent, and supportive of institutional growth, resistance diminishes. Conversely, abrupt budget cuts, salary delays, or benefit reductions often trigger emotional and behavioral resistance. According to Brigham and Ehrhardt (2017), participatory financial management that involves employees in cost and resource allocation discussions fosters trust and reduces conflict. Hence, financial management plays a dual role: as a mechanism for organizational control and as a determinant of employee cooperation and resistance.

Human Resource Management (HRM)

Human Resource Management (HRM) refers to the strategic approach to managing people effectively to gain a competitive advantage. It encompasses recruitment, selection, training, performance appraisal, compensation, and employee relations. Armstrong and Taylor (2020) describe HRM as "a strategic and coherent approach to the management of an organization's most valued assets—the people working there who individually and collectively contribute to the achievement of its objectives." In banking institutions, HRM ensures that staff are competent, motivated, and aligned with the bank's goals. Effective HRM practices contribute to higher productivity, employee satisfaction, and lower turnover rates.

In Yenagoa's money deposit banks, HRM practices significantly shape employee perceptions of fairness and inclusion. Poor HRM practices—such as favoritism, inadequate training, and unclear promotion criteria—often lead to dissatisfaction and resistance. On the other hand, transparent performance evaluations, fair remuneration, and continuous professional development enhance trust in management. According to Dessler (2020), HRM should not only focus on administrative compliance but also on engaging employees emotionally and intellectually in organizational goals. Therefore, human resource management acts as a central determinant of whether employees embrace or resist organizational change.

Behavioral Resistance

Behavioral resistance refers to the observable actions employees take to oppose change or managerial initiatives. This includes absenteeism, decreased productivity, deliberate delays, or open defiance of authority. According to Waddell and Sohal (1998), behavioral resistance is a visible manifestation of deeper psychological discomfort with change. Employees may act out through non-cooperation or passive-aggressive behaviors as a coping mechanism against perceived loss of control. In the banking sector, behavioral resistance is particularly damaging because it can affect customer service, compliance, and overall operational efficiency.

In money deposit banks in Yenagoa, behavioral resistance may arise when employees are not adequately consulted before implementing new financial or HRM policies. For example, the introduction of a new digital banking system without sufficient training may result in intentional slow adoption or errors by staff. Piderit (2000) suggests that behavioral resistance is often a rational response to management failures in communication and support. Thus, addressing behavioral resistance requires management strategies that foster inclusivity, clarity, and continuous feedback, supported by empathetic leadership that values employee input.

Emotional Resistance

Emotional resistance is the affective dimension of opposition, characterized by feelings such as fear, anxiety, anger, or frustration in response to organizational changes. According to George and Jones (2001), emotional resistance stems from perceived threats to one's psychological safety or identity within the organization. Employees may resist because they feel undervalued, insecure, or overwhelmed by change. In the banking environment—where stability and predictability are highly valued—emotional resistance can manifest as withdrawal, stress, or cynicism.

In money deposit banks in Yenagoa, emotional resistance may occur during restructuring, automation, or managerial turnover. When management fails to provide adequate reassurance or support, employees may experience emotional fatigue that hinders cooperation. Armenakis and Bedeian (1999) argue that effective change communication, empathy, and participation can transform negative emotions into motivation and trust. Therefore, understanding emotional resistance is vital for bank management in designing interventions that minimize anxiety and promote resilience, particularly in contexts where change is frequent and inevitable.

Leadership Style as a Moderating Variable

Leadership style refers to the pattern of behavior a leader adopts in directing, motivating, and interacting with subordinates. According to Bass and Riggio (2006), leadership style is "the manner and approach of providing direction, implementing plans, and motivating people." Common styles include autocratic, democratic, transactional, and transformational leadership. Transformational leadership, in particular, emphasizes vision, communication, empathy, and employee empowerment—qualities essential for managing resistance and fostering organizational commitment.

In money deposit banks in Yenagoa, leadership style serves as a moderating variable influencing how management practices affect employee resistance. A transformational or participatory leader can bridge the gap between management decisions (such as financial and HRM reforms) and employee acceptance by promoting open dialogue, trust, and involvement. Conversely, autocratic or rigid leadership may intensify resistance by creating fear and resentment. According to Avolio and Yammarino (2013), effective leadership moderates organizational outcomes by shaping employees' perceptions and emotional responses to change. Hence, leadership style determines whether management practices in money deposit banks lead to cooperation or confrontation among employees.

THEORETICAL REVIEW

Lewin's Force Field Theory (1947)

Kurt Lewin's Force Field Theory of Change (1947) is one of the most influential frameworks explaining how organizations experience resistance to change. The theory posits that behavior in an organization is the result of two opposing forces: driving forces that push for change and restraining forces that resist change. According to Lewin, organizational change occurs when driving forces (such as new management policies, financial restructuring, or technological innovation) overcome the restraining forces (such as employee habits, fear, uncertainty, and organizational inertia). He proposed a three-step model—unfreezing, changing, and refreezing—to manage these opposing forces. In this process, "unfreezing" involves preparing employees for change by addressing their fears; "changing" entails implementing the new system; and "refreezing" ensures that the new behavior or system becomes institutionalized (Lewin, 1947).

This theory directly relates to employee resistance in money deposit banks in Yenagoa, where management frequently introduces new financial management systems, digital tools, and human resource policies to improve efficiency and competitiveness. Resistance arises when employees perceive such changes as threats to job security or established routines—representing restraining forces. Management's ability to communicate effectively, train staff, and involve them in the change process constitutes the driving force. Lewin's model provides a valuable framework for understanding how leadership style moderates this balance: a transformational or participative leader can reduce restraining forces by promoting trust and clarity, whereas an autocratic leader may strengthen resistance by increasing fear and uncertainty. Thus, the Force Field Theory offers a practical lens for analyzing how management practices and leadership influence employee responses to organizational change in money deposit banks.

Transformational Leadership Theory (Burns, 1978; Bass, 1985)

Transformational Leadership Theory, developed by Burns (1978) and expanded by Bass (1985), emphasizes the role of leaders in inspiring, motivating, and transforming followers to transcend their self-interest for the good of the organization. Burns defined transformational leadership as a process in which leaders and followers raise one another to higher levels of morality and motivation. Bass later identified four key components of transformational leadership—idealized influence, inspirational

motivation, intellectual stimulation, and individualized consideration—that drive organizational commitment and reduce resistance to change. Transformational leaders are visionary, empathetic, and participatory, which makes them effective at guiding employees through organizational transitions. By engaging employees emotionally and intellectually, they encourage adaptability and acceptance of new systems or policies (Bass & Riggio, 2006).

In the context of money deposit banks in Yenagoa, this theory provides a moderating lens for understanding how leadership style influences the relationship between management practices and employee resistance. When management implements new financial controls or human resource reforms, employees' reactions depend largely on how these changes are led. A transformational leader, by communicating a clear vision, providing training, and recognizing individual contributions, can transform potential resistance into commitment and cooperation. Conversely, transactional or authoritarian leaders who rely solely on control and punishment may increase opposition and disengagement. Therefore, Transformational Leadership Theory supports this study's assertion that leadership style moderates the effect of management practices (financial and human resource management) on employee resistance in money deposit banks in Yenagoa, Bayelsa State.

Review of Empirical Studies

Adeyemi and Ojo (2020) conducted a study on *"Management Practices and Employee Resistance to Organizational Change in Nigerian Deposit Money Banks"*. Using a survey of 210 employees from five major commercial banks in Lagos, they found that autocratic management styles and inadequate communication channels were primary triggers of employee resistance during organizational change. The study emphasized that employees who felt excluded from decision-making exhibited higher levels of behavioral and emotional resistance. The authors concluded that participatory management and transparent communication reduced opposition to change and enhanced organizational harmony. However, the study was limited by its concentration on Lagos banks, neglecting regional differences that may exist in other parts of Nigeria such as Bayelsa State.

Eze and Nwokoma (2021) examined *"The Effect of Human Resource Management Practices on Employee Commitment and Resistance to Change in Selected Deposit Money Banks in South-South Nigeria."* The study utilized a structured questionnaire administered to 185 bank staff in Port Harcourt, Yenagoa, and Uyo. Findings revealed that HRM practices—particularly employee involvement, fair compensation, and training—significantly reduced resistance and improved staff adaptability. However, poor leadership and communication gaps amplified emotional resistance during restructuring. The authors suggested that leadership style moderates the relationship between HRM and employee cooperation. Their findings, though insightful, did not explore the financial management dimension of resistance, leaving a gap in understanding the holistic managerial factors influencing employee resistance.

Bello and Hassan (2022) carried out a study titled *"Financial Management Strategies and Employee Behavioral Response in Nigerian Commercial Banks."* Drawing on data from 250 respondents across Abuja and Port Harcourt branches, they found that financial management decisions—such as budget cuts, reward structures, and cost control measures—had a significant effect on employees' attitudes and resistance behaviors. Employees who perceived financial decisions as unfair or poorly communicated were more likely to demonstrate behavioral resistance. The study concluded that transparent financial reporting and inclusive budgeting improved employee trust. Nonetheless, it did not consider leadership style as a moderating factor, which could have provided a deeper understanding of how leadership behaviors influence employee acceptance or resistance to management decisions.

A study carried out in Rivers State, Nigeria by Amah and Ikeagwu (2025) highlighted the critical role of leadership style in minimizing employee resistance and promoting organizational harmony through improved worker - well-being. Leadership style, according to the study, showed strong influence on staff well-being, particularly psychological well-being, reinforcing the importance of transformational leadership in supporting and motivating work environment.

Gap in Literature

Despite the growing attention to employee resistance and management practices in the Nigerian banking sector, several critical gaps remain unaddressed. Most prior studies (e.g., Adeyemi & Ojo, 2020; Eze & Nwokoma, 2021; Bello & Hassan, 2022) have examined management practices or HRM strategies in isolation, without integrating the joint influence of financial management and human resource management on employee resistance. Furthermore, limited research has explored how *leadership style* moderates the relationship between management practices and resistance, particularly in smaller urban centers like Yenagoa, Bayelsa State. The contextual variations in employee attitudes, organizational culture, and managerial behavior across regions remain understudied.

Moreover, existing empirical works have largely focused on behavioral resistance, leaving emotional and cognitive dimensions underexplored in deposit money banks. There is also a lack of localized studies that investigate how management practices in

Bayelsa's money deposit banks shape employee resistance in environments characterized by socio-economic volatility and infrastructural limitations. This gap necessitates the present study, which seeks to integrate financial management, human resource management, and leadership style as interrelated factors influencing employee resistance in Yenagoa's money deposit banks.

METHODOLOGY

The study adopted a descriptive survey research design which was considered appropriate for examining the relationship between management practices and employee resistance among money deposit banks in Yenagoa, Bayelsa State. The descriptive survey design enabled the researcher to collect data from a representative sample of the population in order to describe and interpret existing conditions and relationships between financial management, human resource management, leadership style, and employee resistance. This design was suitable because it provided the opportunity to obtain first-hand information from bank employees regarding their perceptions of management practices and the nature of their resistance to organizational change. The study was quantitative in nature and relied on structured questionnaires as the primary data collection instrument.

The population of the study comprised all employees working in selected money deposit banks in Yenagoa, Bayelsa State. These included staff from First Bank of Nigeria Plc, Zenith Bank Plc, United Bank for Africa Plc, Access Bank Plc, and Guaranty Trust Bank Plc. The total population was estimated at 420 employees across these institutions. From this population, a sample size of 200 respondents was determined using the Taro Yamane (1967) formula for sample determination at a 5% level of significance. The sample was selected using a stratified random sampling technique to ensure adequate representation of staff across different departments and job levels, including management, operations, marketing, and customer service. Stratification was necessary to ensure that insights were captured from both junior and senior employees, given that resistance to management practices can vary by role and hierarchy.

The instrument used for data collection was a structured questionnaire consisting of closed-ended items designed on a five-point Likert scale ranging from "Strongly Agree" to "Strongly Disagree." The questionnaire was divided into sections that captured demographic information, financial management practices, human resource management, leadership style, and employee resistance (both behavioral and emotional). The validity of the instrument was ensured through expert review by three scholars in management and organizational behavior, who evaluated the items for clarity, relevance, and content adequacy. The reliability of the instrument was established through a pilot study involving 20 bank employees outside the main sample area, and the Cronbach's Alpha coefficient obtained was 0.84, indicating high internal consistency. Data collected were analyzed using both descriptive and inferential statistics. Descriptive statistics such as mean and standard deviation were used to summarize responses, while inferential tools such as Pearson Product Moment Correlation and multiple regression analysis were employed to test the hypotheses and determine the strength and direction of relationships between the study variables at a 0.05 level of significance.

RESULTS

Table 1 Correlation between Financial Management and Behavioral Resistance in Money Deposit Banks in Yenagoa, Bayelsa State

	Financial Management	Behavioral Resistance
Financial Management	Pearson Correlation	1
	Sig. (2-tailed)	
	N	200
Behavioral Resistance	Pearson Correlation	.816
	Sig. (2-tailed)	.000
	N	200

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

Source: Research Data (SPSS Output Version 21.0, 2025)

The result shows a strong positive and significant relationship ($r = .816$, $p < 0.01$) between financial management and behavioral resistance among employees of money deposit banks in Yenagoa. This implies that as financial management practices improve, employees' behavioral resistance tends to decrease due to increased transparency and trust in management decisions.

Table 2: Correlation between Financial Management and Emotional Resistance in Money Deposit Banks in Yenagoa, Bayelsa State

	Financial Management	Emotional Resistance
Financial Management	Pearson Correlation	1
	Sig. (2-tailed)	
	N	200
Emotional Resistance	Pearson Correlation	.792
	Sig. (2-tailed)	.000
	N	200

Correlation is significant at the 0.01 level (2-tailed).
Source: Research Data (SPSS Output Version 21.0, 2025)

A positive and significant correlation ($r = .792$, $p < 0.01$) exists between financial management and emotional resistance. This indicates that effective financial management decisions reduce employees' emotional resistance by fostering security, confidence, and motivation among bank staff.

Table 3: Correlation between Human Resource Management and Behavioral Resistance in Money Deposit Banks in Yenagoa, Bayelsa State

	Human Resource Management	Behavioral Resistance
Human Resource Management	Pearson Correlation	1
	Sig. (2-tailed)	
	N	200
Behavioral Resistance	Pearson Correlation	.843
	Sig. (2-tailed)	.000
	N	200

Correlation is significant at the 0.01 level (2-tailed).
Source: Research Data (SPSS Output Version 21.0, 2025)

The result reveals a strong and significant positive relationship ($r = .843$, $p < 0.01$) between human resource management practices and behavioral resistance. This implies that inclusive HRM practices—such as employee involvement and fair treatment—help reduce behavioral resistance among employees of money deposit banks in Yenagoa.

Table 4: Correlation between Human Resource Management and Emotional Resistance in Money Deposit Banks in Yenagoa, Bayelsa State

	Human Resource Management	Emotional Resistance
Human Resource Management	Pearson Correlation	1
	Sig. (2-tailed)	
	N	200
Emotional Resistance	Pearson Correlation	.811
	Sig. (2-tailed)	.000
	N	200

Correlation is significant at the 0.01 level (2-tailed).
Source: Research Data (SPSS Output Version 21.0, 2025)

A significant positive correlation (r = .811, p < 0.01) was found between HRM and emotional resistance. This suggests that effective HRM strategies—such as training, employee recognition, and career development—minimize employees' emotional opposition to management policies.

Table 5: Moderating Influence of Leadership Style on the Relationship between Management Practices and Employee Resistance in Money Deposit Banks in Yenagoa, Bayelsa State

	Leadership Style	Financial Management	Employee Resistance
Leadership Style	Pearson Correlation	1	.778
	Sig. (2-tailed)		.000
	Df	0	197
Management Practices	Pearson Correlation	.778	1
	Sig. (2-tailed)	.000	
	Df	0	197
Employee Resistance	Pearson Correlation	.735	.826
	Sig. (2-tailed)	.000	.000
	Df	197	197

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

Source: Research Data (SPSS Output Version 21.0, 2025)

The result indicates that leadership style significantly moderates the relationship between management practices and employee resistance (r = .826, p < 0.01). The positive correlation implies that effective leadership styles—particularly transformational and participatory—strengthen the link between sound financial management practices and reduced employee resistance, thereby promoting organizational harmony and cooperation.

DISCUSSION OF FINDINGS

The finding from Table 1 revealed a strong positive and significant relationship between financial management and behavioral resistance among employees of money deposit banks in Yenagoa, Bayelsa State (r = .816, p < 0.01). This result implied that sound financial management practices, such as transparent budgeting, fair resource allocation, and timely remuneration, helped to minimize behavioral opposition among staff. The finding was consistent with that of Bello and Hassan (2022)**,** who found that transparent financial strategies enhance employee cooperation and reduce oppositional behavior in Nigerian commercial banks. Similarly, Amah and Oyewunmi (2020) reported that inclusive financial decision-making fosters employee commitment and discourages behavioral resistance during organizational reforms. Thus, the present study supported the argument that effective financial management not only sustains bank operations but also improves employees' behavioral alignment with managerial goals.

The result in Table 2 showed a significant positive relationship between financial management and emotional resistance (r = .792, p < 0.01). This suggested that when banks in Yenagoa applied prudent and transparent financial practices, employees exhibited lower levels of emotional resistance, such as anxiety, frustration, and resentment toward management decisions. The finding aligned with Eze and Nwokoma (2021)**,** who discovered that fair and well-communicated financial decisions promote emotional stability and trust among bank employees. Likewise, Pandey (2015) affirmed that organizations that prioritize equitable financial management reduce fear and emotional withdrawal during economic adjustments. Hence, this study confirmed that financial management directly influences the emotional dimension of employee resistance, emphasizing the role of managerial transparency in sustaining workforce morale.

The analysis in Table 3 indicated a strong and significant relationship between human resource management and behavioral resistance in money deposit banks in Yenagoa (r = .843, p < 0.01). This implied that strategic HRM practices—such as employee involvement, training, and fair promotion systems—reduced instances of behavioral opposition among staff. The result agreed with Adeyemi and Ojo (2020)**,** who found that participatory management and HR inclusivity reduce employee defiance and improve compliance during organizational transitions. Similarly, Armstrong and Taylor (2020) observed that when HR policies are transparent and supportive, employees become more receptive to managerial directives and less likely to exhibit negative work

behaviors. The finding thus confirmed that behavioral resistance is often a reflection of HRM inefficiencies, which can be mitigated through inclusive personnel management practices.

The result in Table 4 established a significant positive relationship between human resource management and emotional resistance among bank employees in Yenagoa ($r = .811$, $p < 0.01$). This indicated that effective HRM practices—such as communication clarity, recognition, and welfare support—lower emotional tension and apprehension toward organizational changes. The finding was in line with Eze and Nwokoma (2021)**,** who found that emotionally supportive HRM policies reduce staff anxiety and foster psychological safety. In the same vein, Dessler (2020) asserted that emotionally intelligent HRM systems strengthen employees' sense of belonging and reduce fear-driven resistance. Therefore, the current finding validated previous research that employee emotions are closely tied to the quality of HR engagement, particularly in high-pressure banking environments.

Finally, Table 5 demonstrated that leadership style significantly moderated the relationship between management practices and employee resistance ($r = .826$, $p < 0.01$). The result suggested that effective leadership—especially transformational and participatory styles—enhanced the positive impact of financial management practices on reducing employee resistance. This was consistent with Bass and Riggio (2006)**,** who argued that transformational leaders inspire trust and emotional commitment, making employees more accepting of managerial decisions. Likewise, Avolio and Yammarino (2013) found that leaders who communicate vision, empathy, and support serve as buffers against resistance to change. Therefore, the finding reinforced that leadership style acts as a critical moderating variable, shaping how management practices translate into employee cooperation or resistance within money deposit banks in Yenagoa, Bayelsa State.

CONCLUSION

This study concludes that effective management practices, particularly in the areas of financial and human resource management, play a critical role in minimizing employee resistance in money deposit banks in Yenagoa, Bayelsa State. Our findings show that transparent and inclusive financial management reduces both behavioral and emotional resistance by fostering trust and stability among employees. Likewise, efficient human resource management practices that prioritize fairness, training, and communication significantly reduce opposition to organizational change. Furthermore, leadership style was found to be a crucial moderating factor that enhances the positive effects of management practices on employee cooperation. Transformational and participatory leadership approaches strengthened employee confidence, emotional balance, and acceptance of managerial decisions. Therefore, it was concluded that the integration of sound financial management, effective HRM practices, and supportive leadership styles is essential for reducing employee resistance and promoting organizational harmony in money deposit banks in Yenagoa.

RECOMMENDATIONS

In the light of our findings, we recommend as follows:

1. Bank management should ensure openness in financial decisions such as budgeting, remuneration, and cost management to minimize behavioral resistance. As revealed in the findings, transparency enhances trust and compliance among employees, aligning with the observation of Bello and Hassan (2022) that inclusive financial systems reduce oppositional behaviors.
2. To reduce emotional resistance, financial policies and changes should be clearly communicated to all staff members. Regular briefings and employee involvement in decision-making, as supported by Eze and Nwokoma (2021), would help alleviate anxiety and build emotional stability among employees during organizational changes.
3. HR departments in money deposit banks should implement employee-centered policies that emphasize training, performance-based recognition, and equitable promotions. As confirmed by Adeyemi and Ojo (2020), such HRM strategies lower behavioral opposition and encourage employee commitment to organizational goals.
4. Banks should integrate emotional support structures—such as counseling units, wellness programs, and open-door communication policies—to help employees cope with change. This recommendation aligns with Dessler (2020), who emphasized that emotionally supportive HR systems reduce tension and resistance among workers.
5. Management should train leaders to adopt transformational and participatory leadership styles that inspire trust, empathy, and motivation. As shown in the study, such leadership moderates the relationship between management practices and employee resistance, confirming Bass and Riggio's (2006) assertion that effective leadership transforms employee attitudes and fosters cooperation during organizational transformation.

REFERENCES

1) Amah, C. O. & Ikeagwu, D. C. (-2025). Employee Voice and Worker – well-being in Nigerian Oil and Gas Sector: Empirical Evidence from Selected Companies in Rivers State. *International Journal of Science and Research Archive, 15*(03), 949-966
2) Amah, E., & Ahiauzu, A. (2013). Employee involvement and organizational effectiveness. *International Journal of Business and Management Review, 1*(4), 1–14.
3) Armstrong, M. (2020). *A handbook of human resource management practice* (15th ed.). Kogan Page.
4) Aremu, M. A., & Adeyemi, S. L. (2011). Small and medium scale enterprises as a survival strategy for employment generation in Nigeria. *Journal of Sustainable Development, 4*(1), 200–206. https://doi.org/10.5539/jsd.v4n1p200
5) Babatunde, B. O., & Adebisi, A. O. (2020). Financial management and organizational performance of manufacturing firms in Nigeria. *International Journal of Finance and Accounting, 9*(3), 45–56.
6) Bass, B. M., & Riggio, R. E. (2018). *Transformational leadership* (3rd ed.). Psychology Press.
7) Cummings, T. G., & Worley, C. G. (2019). *Organization development and change* (11th ed.). Cengage Learning.
8) Dandago, K. I., & Rufai, A. S. (2014). Financial management as a tool for organizational efficiency. *International Journal of Academic Research in Accounting, Finance and Management Sciences, 4*(3), 146–153.
9) Eneh, O. C. (2017). Managing resistance to change in organizations: A case of Nigerian banking industry. *Nigerian Journal of Management Sciences, 5*(2), 55–67.
10) Eze, C. J., & Nwankwo, B. C. (2021). Leadership style and employee performance in deposit money banks in Nigeria. *Journal of Business and Organizational Development, 13*(1), 112–126.
11) Fajana, S. (2018). *Human resource management: An introduction* (3rd ed.). Labofin and Company.
12) Fiedler, F. E. (1967). *A theory of leadership effectiveness*. McGraw-Hill.
13) Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations* (2nd ed.). Sage Publications.
14) Kotter, J. P., & Schlesinger, L. A. (2008). Choosing strategies for change. *Harvard Business Review, 86*(7/8), 130–139.
15) Lawal, A. A. (2014). *Management in focus: Theory and practice for students and practitioners*. University Press PLC.
16) Likert, R. (1961). *New patterns of management*. McGraw-Hill.
17) Luthans, F. (2011). *Organizational behavior: An evidence-based approach* (12th ed.). McGraw-Hill/Irwin.
18) Nwachukwu, C. C. (2019). *Management: Theory and practice*. Africana-FEP Publishers.
19) Obi, E. A., & Nwanegbo, C. J. (2020). Human resource management practices and employee resistance to change in Nigerian commercial banks. *International Journal of Management Research, 10*(2), 77–89.
20) Ogbu, C. C., & Nwosu, I. E. (2022). The role of leadership style in managing resistance to change in deposit money banks in South-South Nigeria. *African Journal of Business Administration, 8*(3), 201–214.
21) Ojo, O. (2018). *Principles of management*. Lagos: Gbemi Sodipo Press Ltd.
22) Okafor, L. E., & Anyanwu, C. A. (2019). Financial management and organizational resilience in the Nigerian banking sector. *Journal of Financial Studies and Research, 12*(4), 133–149.
23) Oladipo, K. S., & Abdullahi, M. (2020). Leadership styles and employee productivity in deposit money banks in Nigeria. *Global Journal of Management and Business Research, 20*(2), 44–54.
24) Pardo-del-Val & Martinez-Fuentes (2003). Resistance to change: a literature review and empirical study *Management Decision, 41*(2), 148–155
25) Piderit, S. K. (2000). Rethinking resistance and recognizing ambivalence: A multidimensional view of attitudes toward an organizational change. *Academy of Management Review, 25*(4), 783–794.
26) Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Pearson Education.
27) Schein, E. H. (2017). *Organizational culture and leadership* (5th ed.). Wiley.
28) Uche, C. N., & Eze, A. (2021). Financial management practices and employee behavioral resistance in selected Nigerian deposit banks. *International Journal of Economics and Business Management, 7*(5), 89–102.
29) Waddell, D., & Sohal, A. S. (1998). Resistance: A constructive tool for change management. *Management Decision, 36*(8), 543–548. https://doi.org/10.1108/00251749810232628
30) Yukl, G. (2013). *Leadership in organizations* (8th ed.). Pearson Education.

There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (https://creativecommons.org/licenses/by-nc/4.0/), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.