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Departmentalization Structure And Managerial Agility Of Deposit Money Banks In Rivers State.

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ABSTRACT: *This study examined the relationship between departmentalization structure and managerial agility in deposit money banks in Rivers State. The study examined eight (8) banks, and a population and sample size of eighty (80) was obtained through purposive sampling technique. Three research objectives guided this study and the corresponding four hypotheses were formulated. The Pearson Product Moment Correlation was employed as the analytical tool in testing the formulated hypotheses. The study revealed that departmentalization structure was positively and significantly related to strategic flexibility, decision-making agility and learning agility. The study concluded that departmentalization structure directly relates to managerial agility. The study recommended that, deposit money banks should ensure that there is a better alignment of departmental goals with the strategic objectives of the organization by clearly identifying roles for each department, as this will enhance managerial strategic flexibility.*
Keywords: Decision-making agility, departmentalization structure, learning agility, managerial agility, strategic flexibility.

I. INTRODUCTION

In an increasingly volatile and complex business environment, managerial agility has emerged as a critical competency for sustaining competitive advantage and ensuring organizational resilience. According to Smith and Davis (2024), companies with rigid management practices are less able to adapt their strategies in response to emerging trends or shifts in consumer preferences. This inability to pivot quickly can lead to missed opportunities and a loss of competitive edge in rapidly evolving markets. According to Lee and Thompson (2024), employees in organizations with rigid management structures may feel unsupported or undervalued when their managers are unable to adapt to their needs or provide guidance during periods of change. This can result in decreased job satisfaction, lower motivation, and higher turnover rates.

Patel and Gupta (2023) highlight that organizations lacking agility often have trouble reallocating resources, adjusting strategies, or managing risks effectively during periods of change or uncertainty. This reduced resilience can lead to prolonged recovery times and increased vulnerability to external shocks. As noted by Nguyen and Adams (2024), managers who lack agility often rely on outdated information or inflexible procedures, which can hinder their ability to make timely and effective decisions, and this can result in suboptimal outcomes and missed opportunities for innovation or improvement. Similarly, Gordon and Thomas (2023), this stagnation can result in a decline in financial performance, market share, and overall organizational effectiveness. Managerial agility is defined “as the capability of managers to exhibit flexibility, responsiveness, and adaptability in dynamic and often uncertain organizational contexts” (Smith & Johnson, 2023, 17). It includes the ability to make timely decisions, pivot strategies, and manage change effectively, ensuring that the organization remains competitive and resilient.

The Nigerian banking industry operate within a complex regulatory framework that can hinder managerial activity. Regulatory requirements often necessitate strict compliance procedures, which can slow down decision-making and limit the flexibility of managerial responses (Akinwale & Omole, 2023). The regulatory environment in Nigeria is characterized by frequent changes and complex compliance requirements, which can constrain banks' ability to adapt swiftly to market changes (Ifeanyi & Olufemi, 2024). The need to adhere to extensive regulatory guidelines may result in slower implementation of strategic shifts and operational changes. Cultural inertia and resistance to new management practices can prevent banks from adopting agile methodologies and adapting to new market realities (Akinwale & Omole, 2023). Efforts to implement agile practices often face opposition from employees and managers who are accustomed to established ways of working. Furthermore, Akinwale and Omole (2023) noted that part of the challenges causing limitations in agility is associated to the structure of the organization.

Departmentalization is a fundamental concept in organizational design, referring to the way an organization structures its various functions and activities into distinct departments (Johnson and Lee, 2024). This structure is crucial for managing resources, coordinating tasks, and achieving organizational goals efficiently. Departmentalization is defined as the process of dividing an organization into different departments, each with specific roles, responsibilities, and functions. This “structural arrangement helps in organizing employees and resources in a manner that aligns with the organization's objectives and operational needs” (Smith & Brown, 2023, 16). The primary aim of departmentalization is to enhance efficiency, facilitate coordination, and streamline management within the organization.

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A well-structured departmental organization enhances flexibility and responsiveness by decentralizing decision-making and empowering departments to act independently within their areas of expertise (Johnson & Lee, 2024). Departmentalization helps in the efficient allocation of resources by organizing them according to specific functions or projects. This targeted allocation ensures that resources are used effectively, and departments can adapt more swiftly to changing needs (Smith & Brown, 2023). In Nigerian organizations, well-defined departmental structures help reduce confusion and streamline decision-making processes. This improved coordination allows managers to respond more quickly to operational issues and market changes, thereby enhancing agility (Bamidele & Afolabi, 2023). Departmentalization allows organizations to group employees with similar skills and functions together, leading to enhanced specialization and expertise within each department (Akinwale & Omole, 2023). This specialization improves the ability of managers to address specific challenges and opportunities quickly and effectively.

Based on the foregoing discussions, this paper will examine how departmentalization structure correlates to managerial agility, proxied in strategic flexibility, decision-making agility and learning agility of deposit money banks in Rivers State. The conceptual framework will be a guide to this paper.

to this paper.

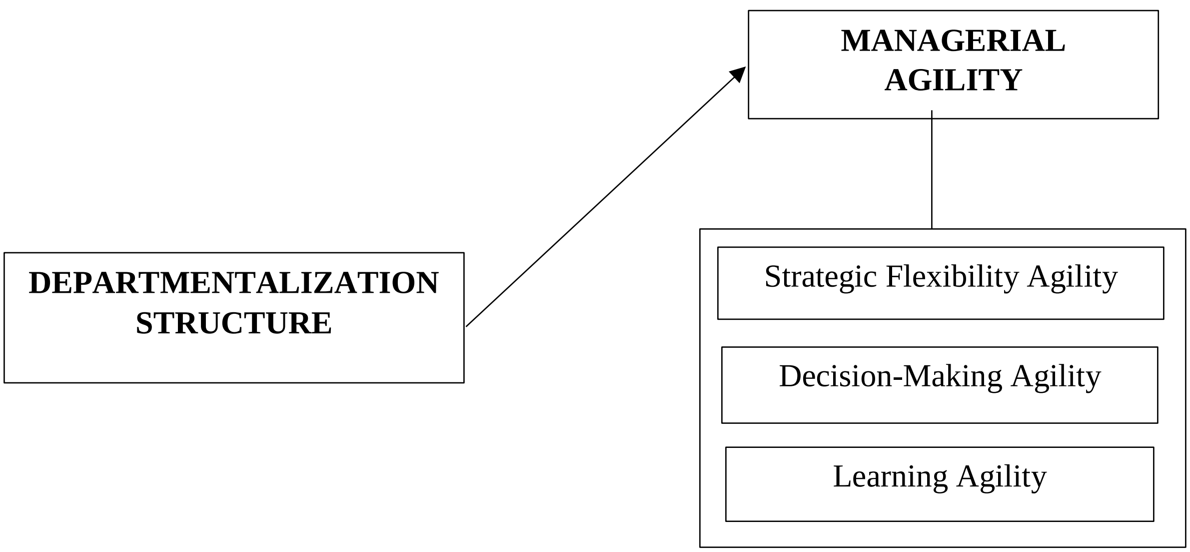

Fig. 1: Researcher's Conceptualization, 2024. Conceptual Framework for the relationship between departmentalization structure and managerial agility.

Research Questions

The following questions were developed as a guide for this research;

i. What is the relationship between departmentalization structure and managerial strategic flexibility agility in deposit money banks in Rivers State?
ii. How does departmentalization structure correlate to managerial decision-making agility in deposit money banks in Rivers State?
iii. What is the relationship between departmentalization structure and managerial learning agility in deposit money banks in Rivers State?

Research Objectives

The following objectives will be met by this paper;

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i. Examining the relationship between departmentalization structure and managerial strategic flexibility agility in deposit money banks in Rivers State.
ii. Determining the relationship between departmentalization structure and managerial decision-making agility in deposit money banks in Rivers State.
iii. Establishing the kind of relationship that exist between departmentalization structure and managerial learning agility in deposit money banks in Rivers State.

Research Hypotheses

The following hypotheses were formulated specifically for this study:

Ho$_1$: There is no significant relationship between departmentalization structure and managerial strategic flexibility agility in deposit money banks in Rivers State.

Ho$_2$: There is no significant relationship between departmentalization structure and managerial decision-making agility in deposit money banks in Rivers State.

Ho$_3$: There is no significant relationship between departmentalization structure and managerial learning agility in deposit money banks in Rivers State.

II. LITERATURE REVIEW

MANAGERIAL AGILITY

Smith and Johnson (2023:13) define managerial agility as "the ability of managers to swiftly adapt strategies, processes, and decisions in response to changing internal and external conditions, while maintaining organizational effectiveness and competitive advantage”. Brown and Taylor (2024:9) describe managerial agility as "the capacity of leaders to rapidly and effectively pivot their management practices and decision-making processes in response to unforeseen challenges and opportunities, ensuring organizational resilience and innovation”. Furthermore, they emphasized the role of managerial agility in fostering resilience and innovation, suggesting that agility is not only about responding to changes but also about seizing opportunities for improvement and growth. According to Harrison and Nguyen (2023:12), managerial agility is "the ability of managers to dynamically reconfigure their strategic approaches, processes, and resources in response to evolving market conditions and organizational needs”. Wilson and Clark (2024) define managerial agility as "the proficiency of managers to quickly identify and respond to shifting trends, uncertainties, and challenges in the business environment through adaptable leadership and decision-making processes”.

Miller and Gomez (2023) characterize managerial agility as "the skill of managers to rapidly adjust their tactics, decision-making processes, and organizational practices in order to effectively handle disruptions and capitalize on emerging opportunities”. Adeoye and Olayemi (2023) define managerial agility as "the capability of managers to rapidly adjust strategies, processes, and resource allocations in response to shifting market conditions and internal organizational changes, ensuring sustained organizational effectiveness and competitive advantage. Chukwu and Ojo (2024:11) describe managerial agility as "the ability of organizational leaders to dynamically navigate and realign their management practices, decision-making processes, and organizational structures in response to environmental uncertainties and competitive pressures”. Ifeanyi and Olufemi (2024) define managerial agility as "the proficiency with which managers can swiftly adapt their leadership styles, operational strategies, and organizational processes to respond effectively to rapid changes in the business environment”. Ogunyemi and Olalekan (2023) describe managerial agility as "the strategic capability of managers to promptly adjust organizational goals, processes, and resource allocations in response to evolving business landscapes and emergent challenges”.

Tijani and Adebayo (2024) define managerial agility as the competence of managers to effectively and swiftly realign organizational strategies, decision-making frameworks, and operational practices to address and capitalize on emerging trends and disruptions in the market. Managerial agility is characterized by the ability of managers to swiftly adapt their decision-making processes and operational tactics to foster innovation and enhance competitive advantage (Nwachukwu, 2023). Managerial agility is the capacity to rapidly adjust strategic priorities and operational approaches in response to fluctuating market dynamics and regulatory changes (Adewale, 2024). Managerial agility is defined as the skillful and responsive approach of managers in steering their organizations through volatile environments by quickly adapting to new information and unexpected changes (Chukwuma, 2024).

Strategic Flexibility Agility

Strategic flexibility refers to an organization’s ability to rapidly adjust its strategic direction and operational approaches in response to shifts in the external environment, ensuring sustained competitive advantage (Chukwuemeka & Abiodun, 2023). Strategic agility is the capacity of an organization to sense, interpret, and respond to changes and opportunities in the business environment quickly and effectively, thereby maintaining its strategic positioning (Adebayo & Olusegun, 2022). Ibrahim and Ezeani (2022) noted that strategic flexibility involves the ability of a firm to continuously adjust its strategic posture to align with changing market conditions and uncertainties, thereby fostering long-term organizational resilience. Strategic agility is characterized by an organization's ability to rapidly realign its strategic goals and resources in response to external changes, ensuring continued relevance and competitive strength (Michael & Fatima, 2023). Strategic flexibility encompasses the adaptive capacity of a firm to modify its strategies and operational practices in the face of evolving market demands and competitive pressures (Chinonso & Nkechi, 2022).

Sanchez and Heene (2022) describe strategic flexibility as the capacity of a firm to adapt its strategic approach in response to changes in its environment, which enables firms to reconfigure their resources and capabilities to maintain competitive advantage. Bharadwaj and Varadarajan (2023) define strategic agility as the organization's capability to sense and respond quickly to market changes and opportunities, and it involves the speed and flexibility in decision-making processes and execution to stay competitive. Teece (2021) differentiates between strategic flexibility and agility by suggesting that flexibility pertains to a firm's ability to adapt through innovation and reconfiguration of its resources, while agility emphasizes the speed and effectiveness of responses to external changes and opportunities.

Decision-Making Agility

Decision-making agility is defined as the capability to swiftly and effectively adapt decisions based on changing information and environments, which involves both cognitive and behavioral adjustments (Iqbal, Khan, & Ahmad, 2021). Decision-making agility is described as the ability to make informed decisions quickly in the face of uncertainty and change, leveraging dynamic capabilities to sustain competitive advantage (Tarrant & Webster, 2022). Decision-making agility refers to the speed and flexibility with which an organization can reallocate resources and adjust strategies in response to new information or shifts in the external environment (Ahearne, Lam, & Kraus, 2023). Similarly, Teece (2023:13) defined “decision-making agility is the capacity to rapidly reconfigure organizational resources and capabilities in response to changing market conditions and emerging opportunities”.

Ojo (2022) defines decision-making agility as the ability of organizations to rapidly adjust their strategies and actions in response to emerging opportunities or threats. This agility is characterized by a blend of flexibility, speed, and adaptability in decision-making processes. According to Adesina and Oduro (2023), decision-making agility refers to the capability of decision-makers to swiftly alter their decisions based on real-time information and changing conditions, and it is crucial for sustaining competitive advantage in dynamic business environments. Eze and Nwankwo (2024) describe decision-making agility as the speed and effectiveness with which organizations can respond to changes and uncertainties in the business environment. It involves the capability to make timely and informed decisions while maintaining operational efficiency.

Learning Agility

Ojo and Alabi (2022) define learning agility as the capacity to rapidly learn from experiences and apply that knowledge to new and varied situations. It encompasses adaptability, cognitive flexibility, and a proactive approach to acquiring new skills and insights. Adebayo and Ibrahim (2023) describe learning agility as the ability to learn quickly and apply new knowledge in diverse contexts. This trait is vital for personal and organizational growth, especially in dynamic and evolving environments. Eze and Okeke (2024) define learning agility as the capacity to swiftly adapt to new conditions and challenges by learning from experiences and applying new insights effectively. DeRue and Wellman (2023) define learning agility as the capacity to rapidly adapt one's approach in the face of new and challenging situations by utilizing past experiences and applying new knowledge effectively. It involves cognitive flexibility, openness to feedback, and the ability to learn from diverse experiences.

McCall and Hollenbeck (2022) describe learning agility as the ability to learn from experience and apply that learning to novel situations, and it involves a combination of cognitive, behavioral, and motivational factors that enable individuals to adjust to new environments and challenges effectively. Schneider and Northcraft (2024) define learning agility as the proficiency in learning from one's experiences and applying that knowledge to a range of new and diverse situations. It is characterized by the ability to navigate complex and rapidly changing environments effectively. Day and Dragoni (2023) conceptualize learning agility as the skill set that involves swiftly learning from experiences and applying those lessons to new situations, and it is crucial for leaders and employees to remain effective in dynamic and unpredictable work environments.

DEPARTMENTALIZATION STRUCTURE

Davis and Lawrence (2023) define departmentalization as the process of grouping activities and resources into departments to achieve organizational objectives, and it helps streamline operations by defining clear roles and responsibilities within specialized units, enhancing coordination and efficiency. Robbins and Judge (2024) describe departmentalization as the way in which an organization groups its activities and employees into different departments or divisions based on functions, products, geography, or customer types, and it aims to improve operational efficiency and ensure that specialized tasks are managed effectively. According to Jones (2023), departmentalization refers to the method of organizing employees and resources into specific departments that focus on particular functions or areas of activity, and it enables organizations to leverage specialized knowledge and skills, thereby improving performance and productivity.

Mullins (2023) defines departmentalization as the process of organizing work into distinct sections or units within an organization. Each department is responsible for specific functions or product lines, allowing for better management of tasks and resources, and facilitating specialization and efficiency. Ojo and Olagunju (2023) define departmentalization as the method through which an organization divides its functions into specialized units or departments. This structure is designed to enhance efficiency by grouping related activities and resources, thereby enabling focused management and specialization within each department. Adedeji and Yusuf (2024) describe departmentalization as the organizational practice of dividing a company's operations into distinct departments based on functions, products, or regions, and it is aimed at improving organizational efficiency, clarity in roles, and accountability within businesses. Eze and Okafor (2023) define departmentalization as the organizational strategy of segmenting a company into various departments to handle specific functions or tasks, it is intended to facilitate specialization, improve management control, and streamline operational processes within organizations.

Adegboye and Suleiman (2024) view departmentalization as the organizational process of dividing work into specialized departments to enhance focus and efficiency. They emphasize that this approach is crucial for managing complex operations and improving overall performance in corporate settings. Ogunyemi (2021) defines departmentalization as the process by which an organization structures its workforce into different departments based on specialized functions, products, or geographical regions. This structuring aims to enhance operational efficiency and align departmental goals with the organization's overall strategy. Adams and Nwachukwu (2022) describe departmentalization as the organizational practice of dividing an enterprise into distinct sections, such as departments or units, based on functions, products, or geographic locations. This structure is intended to improve specialization, enhance managerial efficiency, and foster better coordination within the organization.

Okafor (2023) defines departmentalization as the method of organizing work activities into distinct departments within an organization. In the Nigerian public sector, this structure helps streamline operations and clarifies roles but also presents challenges such as inter-departmental communication barriers and bureaucratic inertia. Adebayo and Bello (2023) discuss departmentalization as the process of segmenting an organization into various departments to improve focus and efficiency. This practice in Nigerian private enterprises often involves functional, product, or matrix-based approaches, each with its benefits and limitations in terms of flexibility and resource management.

DEPARTMENTALIZATION STRUCTURE AND MANAGERIAL AGILITY

Ojo and Adeoye (2023) examine how different departmentalization structures affect managerial agility in Nigerian SMEs. They find that while functional departmentalization can streamline operations, it may also slow decision-making processes due to rigid hierarchies. Chukwu and Okon (2022) investigate the relationship between departmentalization and managerial agility within Nigerian banks. Their study highlights that banks with more flexible departmentalization structures, such as matrix or product-based departments, exhibit greater managerial agility, enabling them to adapt more rapidly to regulatory and market shifts compared to those with rigid, functional departmentalization. Aliyu and Ibrahim (2023) explore how different departmentalization structures impact managerial responsiveness in Nigerian public sector organizations. Their research suggests that divisional and matrix departmentalization structures contribute to higher managerial agility by allowing for decentralized decision-making and better alignment with specific operational needs.

Nwankwo and Onwuchekwa (2024) analyze how different departmentalization approaches affect managerial agility in Nigerian manufacturing firms. The study shows that firms with matrix and product-based departmentalization are better positioned to adapt quickly to industry changes and technological advancements compared to those with traditional functional structures. Faisal and Khan (2023) investigate the impact of departmentalization structures on managerial agility within the technology sector. They find that matrix and divisional departmentalization structures are positively associated with increased managerial agility, as they allow for more flexible and responsive decision-making compared to functional structures. Hernandez and Baez (2022) explore how various departmentalization strategies, including functional, divisional, and matrix structures, affect managerial agility in global corporations. The study highlights that divisional and matrix structures enhance agility by enabling quicker adaptation to local market changes and fostering cross-functional collaboration. Nguyen and Lee (2024) analyze the relationship between departmentalization and managerial agility in the service industry. They conclude that departmentalization structures such as matrix and project-based arrangements are more conducive to managerial agility, as they facilitate faster decision-making and adaptability compared to more rigid, traditional functional structures.

Omar and Ibrahim (2023) explore how departmentalization structures impact managerial agility within multinational enterprises. They find that matrix and divisional structures generally promote higher agility by allowing for more decentralized decision-making and improved responsiveness to market dynamics. Kumar and Singh (2023) explore how different departmentalization structures influence managerial agility in technology firms. They find that matrix and divisional structures significantly enhance managerial agility by facilitating quicker decision-making and enabling more effective responses to technological changes and market demands compared to traditional functional structures. Chen and Zhang (2022) conduct a comparative analysis of how departmentalization structures impact managerial agility in service versus manufacturing sectors. Their findings indicate that while both matrix and divisional structures enhance agility by promoting flexibility and faster decision-making, matrix structures are particularly beneficial in complex, rapidly changing environments.

Smith and Patel (2024) investigate the effects of departmentalization structures on managerial agility in multinational enterprises. They argue that divisional and matrix departmentalization structures enhance managerial agility by allowing for more localized decision-making and better adaptation to regional market conditions. Johnson and Lee (2023) analyze how different departmentalization structures affect managerial agility in the public sector. They find that flexible departmentalization structures, such as matrix or hybrid models, improve managerial agility by reducing bureaucratic delays and enhancing responsiveness to policy changes and public needs.

III. METHODOLOGY

In this study, the cross-sectional research design was adopted. Cross-sectional research design "is an observational research method where data is collected from a population, or a representative subset, at a single point in time" (Kumar, 2023, 12). According to Fink (2023:7), he maintained that the cross-sectional research design "is used to assess the prevalence of outcomes from a population, identify relationships between variables, and understand current conditions or attitudes". The population of this study, will cut employees from eight (8) deposit money banks in Rivers State. It will include both the old and the new generation banks equally. The criteria for this selection of the banks is presence in Port Harcourt, with a banking hall facility here in Port Harcourt and a good organizational structure system.

The purposive sampling technique was adopted for this study. "Purposive sampling is a non-probability sampling technique where researchers select participants based on specific characteristics or qualities that align with the research objectives (Singleto, Straits & Straits, 2024, 17). From the eight banks, the researcher purposively selected ten (10) employees from the various departments of each of the banks. This amounted to a population and sample size of eighty (80) respondents.

Table 1: The population distribution

S/N	NAMES OF COMPANIES	POPULATION
1	Premium Trust	10
2	Taj Bank	10
3	Globus Bank	10
4	Jaiz bank	10
5	Access Bank	10
6	First bank	10
7	Union Bank	10
8	United Bank for Africa	10
		80

Source: Field Data, 2024.

The research obtained its data only from the primary source. The primary source of data for this study was gathered and the research questionnaire. Simple and direct questions were used throughout the questionnaire, and complicated ones were avoided. The 5-point Likert scale is used to quantify the study's variables, including the predictor and criterion variables (5 = strongly agree, 4 = agree, 3 = uncertain, 2 = disagree, and 1 = strongly disagree).

The criterion variable, which is managerial agility was operationalized in strategic flexibility, decision-making agility and learning agility, and are measured against the predictor variable, departmentalization structure. These variables had a total of 20 items. Data collected was analyzed with the aid of Statistical Package for Social Sciences (SPSS), version 25. The Pearson Product Moment Correlation was the adopted inferential statistics which was used to test the formulated hypotheses. The "Pearson Product-Moment Correlation (PPMC) is a widely used statistical method for measuring the strength and direction of the linear relationship between two continuous variables, and it is valuable for various reasons, including its ability to quantify relationships between variables, inform decision-making, and guide strategic planning" (Wang & Huang, 2023, 16).

IV. ANALYSIS AND DISCUSSIONS

Decision rule: "The decision rule which applies for all bivariate test outcomes is stated as follows: where P < 0.05, reject hypothesis on the basis or evidence significant relationship; and where P > 0.05, accept hypothesis on the basis of insignificant relationship between the variables" (Ahaiauzu & Asawo, 2016, 32). "The extent of influence is on this basis assessed using the Pearson coefficient value interpretations provided" by Ahaiauzu and Asawo (2016:56):

Table 2: Description on Range of correlation Pearson coefficient and the corresponding level of association

Range of Pearson value with positive and negative sign values	Strength of Association
± 0.80 – 0.99	Very Strong
± 0.60 – 0.79	Strong
± 0.40 – 0.59	Moderate
± 0.20 – 0.39	Weak
± 0.00 – 0.19	Very Weak

Source: Adopted from Ahaiauzu & Asawo, 2016, *Advance Social Research Methods*

The values of tau-b with a positive (+) sign indicate a positive link, whereas those with a negative (-) sign suggest an indirect/negative or inverse relationship. The direction of association between the two variables is thus explained by the sign of the Pearson value. The aforementioned table serves as our yardstick for assessing the degree of correlation between the dimensions' and measures' understudied variables. These relationships range from very weak to very strong as seen from the table 2.

Table 3: Table showing correlation between departmentalization structure and the measures of managerial agility.

		Department	Flexibility	Decision Making	Learning Agility
Department	Pearson Correlation	1	.762**	.606**	.855**
	Sig. (2-tailed)		.000	.000	.000
	N	80	80	80	80
Flexibility	Pearson Correlation	.762**	1	.566**	.707**
	Sig. (2-tailed)	.000		.000	.000
	N	80	80	80	80
Decision Making	Pearson Correlation	.606**	.566**	1	.612**
	Sig. (2-tailed)	.000	.000		.000
	N	80	80	80	80
Learning Agility	Pearson Correlation	.855**	.707**	.612**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	80	80	80	80

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

Source: Research Data, 2024

Ho$_1$: There is no significant relationship between departmentalization structure and strategic flexibility agility in deposit money banks in Rivers State.

With a Pearson value of 0.762, the correlation between departmentalization structure and strategic flexibility agility in deposit money banks shows a positively high correlation. The positive sign suggests that the correlation between the two variables is direct, and the 0.762 value indicates a strong direct relationship. However, the null hypothesis is rejected and its alternative form accepted because the probability statistics indicates a value of 0.000, which is less than 0.05, at the 95% confidence interval. According to this, "departmentalization structure and strategic flexibility agility in deposit money banks in Rivers State" have significant relationship.

Ho$_2$: There is no significant relationship between departmentalization structure and decision-making agility in deposit money banks in Rivers State.

The SPSS output from Table 3, indicates a positive correlation, since the Pearson value is 0.606, which is a high association between departmentalization structure and decision-making agility in deposit money banks in Rivers State. This suggests that the correlation between the two variables is directly strong. Following the probability value of 0.000 from the Table 3, it implies the rejection of the null hypothesis and the acceptance of its alternative form accepted, as the value, 0.000 is lesser than 0.05. Therefore, "departmentalization structure and decision-making agility in deposit money banks in Rivers State" have a significant relationship.

Ho$_3$: There is no significant relationship between departmentalization structure and learning agility in deposit money banks in Rivers State.

With a Pearson value of 0.855, departmentalization structure and learning agility in deposit money banks have very high positive correlation. The strength of the correlation suggests that the correlation between the two variables is positively very strong. Statistically, since probability statistics indicates a value of 0.000, which is less than 0.05, at the 95% confidence interval, the null hypothesis is rejected and its alternative form accepted. Therefore, "departmentalization structure and learning agility in deposit money banks in Rivers State" have significant relation.

Discussion of Findings

Relationship between departmentalization structure and strategic flexibility agility.

Lee and Kim (2023) examine how different departmentalization structures, such as matrix and divisional models, influence strategic flexibility in multinational corporations. They find that divisional and matrix structures provide greater strategic flexibility by enabling more decentralized decision-making and faster response to regional market changes compared to functional structures. Brown and Gupta (2022) analyze how functional and matrix departmentalization structures affect organizational agility. They find that matrix structures are more conducive to strategic flexibility due to their ability to facilitate cross-functional collaboration and faster decision-making compared to more rigid functional structures. Nguyen and Garcia (2024) explore how departmentalization impacts strategic agility in technology firms. They argue that divisional and hybrid departmentalization structures enhance strategic agility by enabling firms to adapt quickly to technological advancements and market changes, compared to traditional functional structures.

Singh and Patel (2023) investigate how departmentalization affects strategic flexibility in service organizations. Their research indicates that matrix and product-based departmentalization structures facilitate greater strategic flexibility by promoting quicker responses to client needs and market trends compared to more centralized functional structures. Ojo and Adeoye (2023) explore how various departmentalization structures affect strategic agility in Nigerian SMEs. They find that divisional and matrix structures are more conducive to strategic flexibility, enabling quicker responses to market changes and better alignment with strategic goals compared to traditional functional structures. Adebayo and Bello (2022) examine the impact of departmentalization on strategic flexibility in Nigerian manufacturing firms. Their study highlights that matrix and product-based departmentalization structures enhance strategic agility by promoting better coordination and faster decision-making processes compared to functional departmentalization. Thus, this research infers that departmentalization structure enhances strategic flexibility agility in deposit money banks in Rivers State.

Relationship between departmentalization and decision-making agility.

Ogunyemi and Ojo (2023) examine how various departmentalization structures influence decision-making agility in Nigerian SMEs. Their study finds that matrix and divisional structures enhance decision-making agility by allowing for more localized and flexible decision-making compared to traditional functional structures, which can be more hierarchical and slower. Adeniran and Adeleke (2022) explore how different departmentalization structures affect decision-making agility in Nigerian financial institutions. They find that matrix and product-based departmentalization models support greater decision-making agility by reducing bureaucratic hurdles and enabling quicker responses to financial market changes. Chukwu and Okeke (2024) analyze the impact of departmentalization on decision-making agility within Nigerian manufacturing firms. They conclude that divisional and matrix departmentalization structures facilitate faster and more effective decision-making by enhancing communication and coordination across departments. Smith and Taylor (2024) investigate the relationship between departmentalization structures and decision-making agility in service organizations. Their research indicates that divisional and matrix structures enhance decision-making agility by allowing for more decentralized decision-making processes and faster adaptation to service demands.

Nwosu and Eze (2023) investigate how departmentalization structures affect decision-making agility in Nigerian public sector organizations. They find that decentralized structures, such as matrix and hybrid models, enhance decision-making agility by allowing for quicker and more flexible responses to administrative and policy changes. Chen and Zhou (2023) examine how different departmentalization structures, such as matrix and divisional models, impact decision-making agility in multinational corporations. Their study finds that matrix and divisional structures enhance decision-making agility by promoting faster information flow and reducing hierarchical delays compared to functional structures. Kim and Park (2022) explore how different departmentalization structures affect both the speed and quality of decision-making in technology firms. They find that matrix and product-based departmentalization structures support faster and more effective decision-making by facilitating cross-functional collaboration and quicker response times. Therefore, this research infers that the adoption of departmentalization structure contributes to improved decision-making agility.

Relationship between departmentalization and learning agility.

Jin and Zhou (2023) investigate how different departmentalization structures affect organizational learning agility in high-tech industries. They find that matrix and hybrid departmentalization structures foster greater learning agility by facilitating knowledge sharing and cross-functional collaboration, compared to more traditional functional structures. Park and Kim (2024) explore the impact of departmentalization structures on learning agility within multinational corporations. They argue that divisional and matrix structures enhance learning agility by promoting a more adaptive and flexible learning environment compared to centralized functional structures. Morris and Carter (2022) explore the relationship between departmentalization structures and learning agility in healthcare organizations. They suggest that decentralized and matrix structures enhance learning agility by enabling more responsive and iterative learning processes, which are essential in the rapidly evolving healthcare field. Singh and Gupta (2023) analyze how different departmentalization structures impact learning agility in service sector firms. They find that matrix and hybrid structures support higher learning agility by encouraging continuous knowledge flow and adaptability, which are critical in dynamic service environments.

Ojo and Ogunyemi (2023) investigate how various departmentalization structures affect learning agility in Nigerian SMEs. Their findings suggest that matrix and hybrid departmentalization structures promote higher learning agility by enhancing cross-functional collaboration and knowledge sharing compared to traditional functional structures. Adeniran and Adeoye (2024) explore how departmentalization structures influence learning agility in Nigerian financial institutions. They find that divisional and matrix structures facilitate greater learning agility by supporting more flexible and adaptive learning processes compared to centralized functional structures. Chukwu and Okeke (2024) explore how departmentalization affects learning agility in Nigerian manufacturing firms. They find that matrix and hybrid departmentalization structures support higher learning agility by improving the ability to integrate new knowledge and adapt to changing market conditions. Therefore, this research infers that departmentalization structure improves learning agility in deposit money banks in Rivers State.

V. CONCLUSION AND RECOMMENDATIONS

Conclusion

Following the findings on the relationship between departmentalization structure and managerial agility in deposit money banks in Rivers State, Nigeria, it affirmed that departmentalization structure substantially improve managerial agility. This position was deduced from the observed correlation between departmentalization structure and the measures of managerial agility. The various highpoints were reached;

i. Strategic flexibility can be enhanced through the practice of departmentalization structure in deposit money banks in Rivers State.
ii. Departmentalization structure is a technique that when employed is capable of improving managerial decision-making agility of deposit money banks in Rivers State.
iii. Departmentalization structure and learning agility are directly related.

Recommendations

The study aimed to establish an empirical relationship between the departmentalization structure and managerial agility in deposit money banks in Rivers State, Nigeria. Based on the findings and conclusions, the study recommends that deposit money banks should;

i. Ensure that there is a better alignment of departmental goals with the strategic objectives of the organization by clearly identifying roles for each department, as this will enhance managerial strategic flexibility.
ii. Encourage and support the grouping of departments by functions and products as this will enhance managers' decision-making agility.
iii. Encourage departmental meetings and open communication flow within the departments as this will improve learning agility.

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