

**ORGANISATIONAL STRUCTURE AND IT'S EFFECT ON EMPLOYEE'S  
PERFORMANCE**

**(A STUDY OF ZENITH BANK NIGERIA PLC OGUN STATE)**

**BY**

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## **CERTIFICATION**

This is to certify that ASHARA EBERECHUKWU BLESSING has complete this project partial fulfillment of the award of Bachelor of Science degree of Industrial Relations and Personnel Management, Faculty of Management Science, Mountain Top University, Ogun State, Nigeria, under my supervision.

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## **DEDICATION**

The Grace of GOD Almighty makes this Research work possible.

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## ABSTRACT

Organisational structure as a tool that enhanced proper work co-ordination and effective supervision remains central to the development of work organization. On this basis, the study focused on effect of organisational structure on the employees' performance in Zenith Bank Plc.

The study adopted descriptive survey design and the population of the study comprised of comprises of low, middle and top management staff of 5 branches of Zenith bank Plc. in Ogun state. The study employed classical theory and behavioral theory as framework. The study equally involved descriptive survey research design with simple random sampling technique. Data collection method involved the use of questionnaire and data analysis involved the use of percentages, frequencies and Spearman correlation coefficient. The study made use of Taro Yamane's formula to arrive a sample size of 110 respondents.

Hypothesis 1 indicated no significant relationship between job design and employees' target setting Hypothesis 2 showed significant relationship between reporting system and employees' work compensation Hypothesis 3 revealed significant relationship between departmentalization and periodic target achievement Hypothesis 4. Showed significant relationship between authority distribution and employees' job improvement

Since organizational structure allows proper work co-ordination, good communication and maximum productivity in work organization, the study recommended that: there must be proper job analysis and job design in the organization in order to foster efficiency and profit margin of the organisation. Additionally, there should be proper and more effective co-ordination of functions across various departments in order to pave way for planning and supervision of employees

**KEYWORDS: Organisational structure and employees' performance.**

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background to the study**

There is hardly any organization that does not have profit and growth as its main objectives. The growth of a firm is basically measured on the percentage of market share captured and customers served. By deciding how to approach the markets and Customers, employees are fixed into different strategic areas to execute the plans and work to achieve the organization's goals. The Organizational structure is defined as the placement of organizational members into strategic areas of responsibility with authority in order to achieve organizational objectives. As a result, organizational structure is a must for the continued existence of any organization. Designing a structure that meets the needs of the corporation is a huge problem, as the organization's performance is determined by its structure. Nowadays, businesses operate in a well-informed environment. Organizational structure has become an important factor to examine as businesses compete for a competitive advantage (Cantner, Joel, & Schmidt, 2009). Chong, Chong, & Gan, 2011; Guidice, Heames, & Wang, 2009) although the relevance of knowledge management on organizational success is increasingly recognized, there is little empirical research that particularly tackles the impact of organizational structure on knowledge management. Employees' performance, structure type, or management level, on knowledge management practices in organizations. The potential to increase competitive advantage based on an understanding of this influential relationship is substantial. Conversely, a failure to recognize this relationship has the potential to significantly limit organizational performance and ultimate success.



Organizational structure is a common phenomenon that has been thoroughly extensively by many researchers throughout the worldwide due to its importance to the organisation (e.g. Lo, Ramayah, & Min, 2009). Organizational commitment has been linked to the performance of organizational constituents, their loyalty, organizational citizenship behaviour, counterproductive behaviour, employees' aggression, job satisfaction, and other individual and group constructs. Committed employees are expected to perform at a greater level. They are willing to work extra hours when the job requires them to do so. They are also willing to promote the organization as a favorable place to work at. Due to its diverse accrued benefits to the organization, some researchers have devoted their effort to investigate the antecedents of organizational design (e.g; Lok & Crawford, 2004 ;) Leaders have adopted various styles when they lead others in the organization (Brown, 2003; Cheong, 2008; Chiang & Wang, 2012; Clark, Hartline, & Jones, 2009; Cox, 2001).

To attain the same aim of organizational performance, some people choose a democratic, People- or relationship-centered strategy, while others prefer an autocratic, production-centered Approach. The choosing of a leadership style is influenced by a variety of elements, including the leaders' personality attributes, the followers' acceptance of the leaders, and their readiness to learn some scholars have committed their efforts to investigating the antecedents of organizational design due to its numerous accruing benefits to the company. (e.g; Lok& Crawford, 2004 ;) Leaders have adopted various styles when they lead others in the organization (Brown, 2003; Cheong, 2008; Chiang & Wang, 2012; Clark, Hartline, & Jones, 2009; Cox, 2001). Leaders have adopted various styles when they lead others in the organization (Brown, 2003; Cheong, 2008; Chiang & Wang, 2012; Clark, Hartline, & Jones, 2009; Cox, 2001). Here, emotional intelligence ability offers great help to guide a leader in choosing the Business and

Management Styles; Okoro Blessing Chineme, Nebo, Ogochukwu E.S. and Nwosu, Onwumelu (2017). Emotional intelligence has been defined differently by different authors but the objective of having this intelligence is similar; to achieve the desired emotional state so that the employees are able to attain their expected performance. Organizations with high emotional intelligence are able to correctly scan the organizational environment, surroundings, consider the potential implications of their actions, and choose the most appropriate leadership styles that are acceptable to their followers. To enable the effective performance of important operations and to support staff effort, the structure provides the framework of an organization and its pattern of management. It represents a formalized framework within which management operates. It is by means of organization structure that the purpose and work of the organisation can be carried out (Olajide, 2015). The fact that employees and leaders in an organization are involved in idea generation and implementation makes the incorporation of the concept of organizational structure very important (Agbim, 2013). The interplay of the leadership and relationship styles can positively or negatively affect the employees' performance. This work is meant to highlight the critical effect of Organizational structure on Employee Performance. Existing work in this area is discussed and relevant propositions are formulated to facilitate the future effort towards the enrichment of the related knowledge.

## **1.2 Statement of the Problem**

Managers who set out to design an organization structure face difficult decisions. They must choose among a myriad of alternative frameworks of jobs and departments. Opinions still considerably differ with regard to the most appropriate organizational structure that would enhance organizational performance. The issue of organizational structure has attracted the attention of managers and scholars in organizational behaviours and has equally elicited wide

research, discussions, arguments and findings. Organizations have goals and objectives to achieve and this is only realizable within an existing framework of the organizational structure. The structure of an organization is very crucial to the realization of organizational goals and objectives. It is recognized that organizations are structured in various ways in line with organizational goals and objectives. Thus, it is recognized that organizations are structured in various ways in line with organizational goals and objectives. There is need to determine if the way organization is structured has an impact on an employee's satisfaction level. However, studies have established that efficient and effective performance depend on the designing and adoption of a fitting structure by the organization, in other words, no effective and efficient organization if the structure of the organization does not support the people who work within the system that provide the key element to determine its success. This study, therefore, aims at examining the effect of organizational structure on the performance of employees in Zenith Bank Nigeria plc.

### **1.3 Research Questions**

1. What is the relationship that exists between job design and employees' target achievement in Zenith Bank Nigeria plc?
2. What is the link that exists between reporting relationship and employees' work compensation in Zenith Bank Nigeria plc?
3. What the relationship that exists between departmentalization and periodic target achievement in Zenith Bank Nigeria plc.
4. What is the link between authority distribution and employees' performance.in Zenith Bank Nigeria plc.

#### **1.4 Objectives of study**

The general objective of this study to investigate the effect of organisational structure on the employees' performance in Zenith Bank Plc. The study attempted to achieve the following specific objectives;

1. To investigate the relationship that exists between job design and target achievement in Zenith Bank Nigeria plc.
2. To ascertain the link that exists between reporting relationship and employees' work compensation in Zenith Bank Nigeria PLC.
3. To examine the relationship between departmentalization and periodic target achievement in Zenith Bank Nigeria PLC.
4. To verify the link between authority distribution and employees' job performance in Zenith Bank Nigeria PLC.

#### **1.5 Research Hypotheses**

For the purpose of this study, the following null hypothesis will be tested.

**Ho:** There is no significant relationship between job design and target achievement in Zenith Bank Nigeria PLC.

**H1:** There is a significant relationship between job design and target achievement in Zenith Bank Nigeria PLC.

**Ho:** There is no significant relationship between reporting relationship and employees' work compensation in Zenith Bank Nigeria PLC.

**H1:** There is a significant relationship between reporting relationship and employees 'work compensation in Zenith Bank Nigeria PLC

**Ho:** There is no significant relationship between departmentalization and periodic target achievement in Zenith Bank Nigeria PLC.

**H1:** There is no significant relationship between departmentalization and periodic target achievement in Zenith Bank Nigeria PLC.

**Ho:** There is no significant relationship between authority distribution and employees' performance in Zenith Bank Nigeria PLC.

**H1:** There is no significant relationship between authority distribution and employees' performance in Zenith Bank Nigeria PLC.

### **1.6 Significance of the study**

A study of this nature holds numerous benefits to organization across the country. Organizational structure on employee performance is a relatively new area of study especially in developing countries like Nigeria. The subject is currently attracting interest among a wide spectrum of people; governments, industry operators, directors, investors, stockholders, academia, international organization. Since empirical research on governance parameters and corporate performance in the context of Nigeria is inadequate, the end result of this study will prove to be beneficial and lend more support to the improvement of corporate governance in Nigeria.

Specifically, the study will be of significance to the following: Corporate Bodies, Policy Makers and Regulators, Shareholders, Researcher and other Scholars. The work will also be of significant to the researcher as it will broaden the researcher's knowledge on organizational structure mechanism, the interactions and dynamics that shape corporate governance in Nigeria and how these impact on the performance on the Nigerian organizations'. Other scholars may also find the work illuminating and may act as springboard for them to conduct further works on this area.

### **1.7 Scope of the study**

The scope of the study may be defined with respect to the subject matter, the sample, study area and the time period. Consequently, this study is focused on the effect of organisational structure on employee performance. The study will cover two organizations, which include (Zenith Bank

Nigeria PLC). The scope of variables for the study includes organization structure and employee performance.

### **1.8 Limitation of the study**

A very detailed research work was not possible as a result of some limitations suffered by the work. The major part of this is as a result of the secrecy of organizations in Nigeria. Organizations in Nigeria do not let out information to people easily especially researchers. This is because other people can make reference to their research work and use the information against the organization.

Other limitation composed on this study, is that of shortage of time and financial constraints. The time limit set for the submission of this project work was short and this made it impossible for a detailed research work to be carried out. These problems of time and finance account for the limitation of the sample size to only Zenith Bank Nigeria plc. However, through concerted effort I was able to finish the project without compromising the quality of output.

### **1.9 Definitions of terms**

**Employee:** An individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties. Also called worker.

**Performance:** This is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

**Formalization:** Formalization refers to the amount of written documentation in the organization, it is the degree to which jobs are standardized

**Complexity:** Complexity refers to the number of occupational specialties included in an organisation and the length of training required of each.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.0 Introduction**

This chapter reviews the relevance of this study. The major focus of this research is to investigate the effect of organisation structure on employees' performance. In light of the above relevant literature were closely examined. This chapter would be presented under the following subheadings: Conceptual review, Theoretical review, Empirical review, Summary of gaps in literature.

#### **2.1 Conceptual Review**

##### **2.1.1 Concept of organization structure**

According to Business Dictionary (2018) “an organization is a social unit of people that is structured and managed to meet a need or to pursue collective goals. McNamera (2018) further defines an organization in its simplest form as “a person, a group or people intentionally organized to accomplish an overall, common goal or set of goals”. According to Robbins (2014) “an organizational structure is defined as a system that determines how job tasks are formally

divided, grouped and coordinated within an organization”. It could also be defined as the framework within which management operates.

Also, an organization structure refers to the arrangements of task, interrelations of various departments and levels of authorities to achieve co-operation of effort, delegation of authority, and effective communication along the scalar chain (ISMN Study Pack, 2012). However, the definition of an organization which was given by McNamera (2018) in line with the organizational structure definition that was given by Robbins et al. (2014) provided the core definition of an organizational structure in terms of this study. This study therefore, defined the organizational structure as “a system that determines how tasks are formally structured and coordinated within a group that is intentionally organized to accomplish a common goal” (Robbins 2014; McNamera, 2018). Each staff, department or division within an organization directly contributes to the overall organizational performance, thus the criticality of analyzing each employees and department’s performance in order to determine what impact it has on the overall organizational performance. The business objective is to have an organization in which all employees are in line with the organization’s main objectives. Organisation structure affects the way in which people at work are organized and coordinated. It equally affects the nature of the relationships they develop, their feelings about these aspects, the ways in which they carry out their works, the attributes required of those who work in particular types of structure and it has implications for the management of the employees’ performance. The general conclusions are that organizations must fit structure and processes if the strategy wants to produce positive results (Teixeira, 2012). The relationship between structure and performance, however, is more tenuous and is mediated by many other organizational constructs (Teixeira, 2012). Tolbert and Hall (2009) discussed formal organizational structures under three dimensions: centralization,



formalization and complexity. These studies considered the dimensions proposed by Daft (2010) and then further the discussion by grouping the proposed six dimensions into the three dimensions. Both considered centralization and formalization as dimensions under organizational structures. What Daft (2010) considered as a hierarchy of authority, Tolbert and Hall (2009) covered under centralization and; what Daft (2010) considered as professionalism, Tolbert and Hall (2009) covered under formalization. Again, what Daft (2010) considered as specialization and personnel ratios, Tolbert and Hall (2009) covered under complexity. Tolbert and Hall (2009) proposed that when these three dimensions namely: centralization, formalization and complexity interplay, they result in two organizational structure forms, mechanistic and organic structures. Two main organizational structures were also identified by Shields (2016).

These are a mechanistic structure and an organic structure. The mechanistic structure is said to be more formalized with high specialization and high administrative intensity while the organic structure is said to be less formalized. It is thus evident that all organizational structures may experience challenges based on the circumstances around the organization at a given point in time. Since most organizational structures are fixed processes, the process to change them is very lengthy and this process cannot be adapted to all changes within the organization, especially temporal or short-term changes. For an organization to ensure that its organizational structure is always effective, it should ensure that the structure is flexible and/or adaptable to most anticipated circumstances.

**Organisational Structure Variables** There are key organisational variables. They are arranged in a means-ends relationship and are interrelated (Lunenburg, 2012). The two major variables are mechanistic structure and organic structure

**2.1.2 Mechanistic Organizations:** these are organization which are efficient, rigid, predictable, and standardized. Specifically, mechanistic organizations are characterized by a rigid hierarchy; high levels of formalization; a heavy reliance on rules, policies, and procedures; vertical specialization; centralized decision making; downward communication flows; and narrowly defined tasks. The mechanistic structure of organizations in terms of complexity have few training opportunities for their employees and less job specialty within the organisation (Robert and Olive, 2013). There are different characteristics of the mechanistic organisational structure. Lunenburg (2012) lists the following characteristics: mechanistic or bureaucratic organizations; low complexity, high centralization, high formalization, high stratification, low addictiveness, high production, high efficiency and low job satisfaction. Under centralization, the mechanistic structure of organizations, decision making is limited to a few people and departments in the firm. The proportion of job diversity and workers who participate in decision making is low and the decision areas they are involved in are also few (Hage, 1965; Robert and Olive, 2013). According to Daft, Murphy and Willmott (2010), top management has the last word when it comes to decision making in a firm (Robert and Olive, 2013). The hierarchy of command is considered to be tall since information has to pass through different levels before it gets to the end user (Tolbert and Hall, 2009; Robert and Olive, 2013). Souitaris, Zerbinati, and Liu (2012) point out that Labour is divided into specific which demonstrates high levels of specialization while communication within the organisation is command-like. They note that procedures within the organization are permanent and written which portrays high formalization and standardization. The authors also point out that decision making is concentrated in fewer areas within an organization which depict high centralization (Robert and Olive, 2013).

**2.1.3 Organic Organizations:** Organic organizations are flexible, adaptable, and team directed. In particular, organic organizations are characterized by weak or multiple hierarchies; low levels of formalization; loose rules, policies, and procedures; horizontal specialization; decentralized decision making; communication flows in all directions; and fluidity of tasks adaptable to changing conditions (Lunenburg, 2012). “Organic organizations are based on interpersonal transactions; they mostly rely on interpersonal factors such as face-to-face communication” (Lengel and Daft, 1988; Ambrose and Schminke, 2003; Robert and Olive, 2013).

Various authors and researchers such as Joshi, Cahill, and Sidhu (2010) argue that organic organizations have got low specialization by virtue of having overlapping duties within organizations while centralization is low in regards to decision making being spread across or along the organisation. In this case, delegation and consultation are commonly practiced by employees. We agree that both these forms exist at some point of an organization’s existence. We, however, think that it is impractical for an organisation to start off as an organic organisation then as it develops and matures it becomes mechanistic without having some phases in between. Organizations may start off as being organic, then, with time they adapt elements of the mechanistic form before they finally become mechanistic. We are curious to find out if there are organizations with purely mechanistic or purely organic elements or if there is a mixture of these elements from the time an organisation is established (Robert and Olive, 2013). There are different characteristics of the organic organisational structure. Lunenburg (2012) lists the following characteristics of organic or professional organizations as high complexity, low centralization, low formalization, low stratification, high addictiveness, low production, low efficiency and high job satisfaction. For example, organic structure organizations under centralization are characterized by high proportions of job occupants being involved in making

decisions in a firm (Robert and Olive, 2013). Decision making is delegated to staff members meaning that the mandate to decide on issues affecting the organisation is not a responsibility of the top management only. There is the absence of tall hierarchies in this structure since authority is spread throughout the departments (Robert and Olive, 2013).

According to (Lunenburg, 2012), other organization structure variables are:

- i. **Formalization:** Formalization relates to the ability to which jobs are standardized within the organization. If a job is highly official, the person in charge of the job has a minimum degree of discretion regarding what is to be done and how it is to be done. It shows how well formal regulations and procedures define the job tasks (Michaels, Cron, Dubinsky and Joachimsthaler, Al-Qatawneh, 2014). These rules and procedures are written to standardize operations in organizations. Formalization measures the extent to which an organization uses rules and procedures to prescribe behavior (Liao 2011). The nature of formalization is the degree to which the workers are provided with rules and procedures (Nahm, 2003) that deprive versus encourage creative, autonomous work and learning. In an organization with high formalization, there are explicit rules which are likely to impede the spontaneity and flexibility needed for internal innovation (Chen and Huang, 2007).
- ii. **Standardization:** Standardization ensures that employees accomplish their duties and tasks in a timely and consistent manner, ensuring that an employee's actions and behaviors are routine and predictable. When formalization and standardization are extensive in an organization; employees are accountable for their actions, and have no authority to break rules (Jones, 2013; Al-Qatawneh, 2014). According to (Lunenburg, 2012), the proportion of codified jobs and the range of variation that is tolerated within

the parameters defining the jobs are referred to as formalization or standardization. The more formalized an organization is, the higher the proportion of codified jobs it has and the less variation it allows.

- iii. **Complexity:** The number of occupational specialties included in an organization, as well as the length of training required for each, is referred to as its complexity or specialization. The more complex the organization, the greater the number of person specialists and the longer the period of training required to achieve person specialization (or degree held). According to (Taheri, 2006; Sarboland, 2012), It refers to the degree of division which exists in organizations. Complexity can be measured in three dimensions: horizontal separation, vertical separation and geographic separation.
- iv. **Adaptiveness:** Adaptive organizational structures are adaptable structures with an absence of coherent bureaucratic regulation and a comprehensive separation of work types. They are distinguished by the operational apparatus's ambiguity and flexibility, the decentralization of decision-making, and the individual responsibility of each member of the organization for the overall result. Adaptiveness, or flexibility, refers to the use of professional knowledge and techniques to respond to environmental demands. The more advanced the knowledge base, instructional techniques, and environmental response, the more adaptive the organisation (Lunenburg, 2012).
- v. **Job Satisfaction:** Job Satisfaction is a broad reflection of employees' positive feelings toward their jobs. Employees stay motivated toward their jobs as a result of various aspects of their jobs, social status gained from their jobs, and experiences in their work environment. Job satisfaction or morale, refers to the amount of importance an organisation places on its human resources. Measures of job satisfaction include feelings

of wellbeing, absenteeism, turnover, and the like. The higher the morale and the lower the absenteeism and turnover, the higher the job satisfaction in the organisation (Lunenburg, 2012).

- vi. **Centralization:** Centralization refers to the concentration of decision-making authority at the upper levels of an organisation (Jones, 2013; AlQatawneh, 2014). In a centralized organisation, decision making is kept at the top level, whilst in a decentralized organisation; decisions are delegated to lower levels (Daft, Al-Qatawneh, 2014). Centralization is composed of a hierarchy of authority and participation (Hage and Aiken, Al-Qatawneh, 2014). Hierarchy of authority refers to the concentration of decision-making authority in performing tasks and duties (Jones, 2013; Al-Qatawneh, 2014). If the employees are allowed to make their own decisions when performing tasks, there is a low reliance on the hierarchy of authority (Hage and Aiken, 1967). Participation in making decisions refers to the employee participating in decisions in an organisation (Hage and Aiken, Al-Qatawneh, 2014). Decentralization is found to be related to many work-related attitudes and behavior (Subramaniam and Mia, 2001). The organic structure of organizations in terms of complexity characterizes an organisation as being divided (Daft, 2010; Robert and Olive, 2013) into various subparts that are appointed different responsibilities and assignments within an organisation. This means that these organizations have high complexity (Tolbert and Hall 2009; Robert and Olive, 2013).
- vii. **Efficiency:** Efficiency, or cost, refers to financial as well as human resources and a number of idle resources. For example, class size ratios of one teacher to 30 students are more efficient than one-to-ten ratios. The lower the cost per unit of production, the more efficient the organisation (Lunenburg, 2012).

	Mechanistic Structure	Organic Structure
Decision Making	Clear guidelines, Concentrated on the top-level management.	Group effort with a lot of consultation, spread across organization
Labour	Division of labour, task specific	Low specialization, flexibility of tasks
Transactions	Formal	Interpersonal
Control Systems	Formal	Informal
Specialization	High and more defined	Low and less defined
Hierarchy of authority	Tall	Flat
Role/Job Descriptions	Clear cut and well defined	Continuously changing, frequently redefined, often overlap
Communication	Highly formal & bureaucratic	Less formal, More interpersonal and often face-toface.
Policies and Procedures	Formalised and standardised	Informal and Less defined

Table 1: Attributes of Mechanistic and Organic Structures

Source: Robert, W. and Olive, M. (2013)

### 2.1.3 Internal Boundary and External Boundary

Organizational boundary is a word used in corporate and the legal profession to differentiate one company from a separate but related company. It is also used to isolate a company from both external and internal stakeholders. In order to operate effectively and efficiently, an organization

must have a good structure with blurred boundaries. The structure of an organization plays two important roles in every organization: structure clarifies the roles for each member of an organization and also dictates the amount of control each member possesses. However, even though structure plays an important and necessary role in an organization, the structure of an organization can also create barriers between people in different parts of the organization and between the organization and stakeholders outside the organization. These barriers or boundaries if too tight can inhibit people from working together and make the organization less efficient and less responsive to the needs of their customers. In order to respond to the changing environment and to provide value to customers, the firm needs to infiltrate the external boundary with customers, suppliers and other companies (Ashkenas, 2002). Loose boundaries facilitate involving Customers extensively and early in product development, product manufacturing, and delivery activities because customers contribute valuable feedback about products or services.

#### **2.1.4 Challenges within an Organisational Structure**

Investigating the challenges within an organisational structure is critical for one to recommend an alternative for an already existing organisational structure. The role of organisational structure essential in the success of the organisation”. As cited by Ahmed (2012), an organisational structure must be clear to everyone so as to avoid confusion about the reporting protocol and the actual approach to the functioning of the organisation. Some of the challenges faced by organisational structures as indicated in an article by Root (2017) are “departmental loyalty, new management, confusion and company goals”. Organisational structures are set up to define the duties of each department and to determine each department’s objectives and contribute to the overall organization’s performance and objectives. According to Root (2017) one of the dangers of creating departments is the appearance of different groups” mentality between the departments



whereby each group sees themselves as independent of the other instead of working together for the better good of the organisation. Root (2017) also stresses that new management can also pose challenges to an organisational structure. Root (2017) further states that “if there have not been changes of management for many years, the organisation may start to settle into doing things following a particular approach”. However, changes in management can result in challenges on the organisational structure if the new management does not adopt the previous management’s management style. Within the PAS department, management changes have been a norm in the last few years. This, therefore, results in the organisational structure having to be changed every time new management changes the focus of the department. Within an organisation, effective communication is identified by Root (2017) as one of the critical aspects of any business environment. Root (2017) stated that “without communication, new ideas and processes can get confused”. This can result in the misalignment of the organisation’s objectives. Therefore, if departments are not communicating effectively, then confusion may affect the effectiveness of the organisational structure. Lastly, Root (2017) indicated that “an organisational structure is only as effective when the entire organisation utilizes it properly”.

### **2.1.5 Concept of Employee Performance**

A good performance by employee is necessary for the organization, since an organization’s success is dependent upon the employee’s creativity, innovation and commitment (Ramlall, 2008). Even though employee productivity and employee job performance seem to be related, performance is in some cases measured as the number and value of goods produced. However, in general, productivity tends to be associated with production-oriented terms (e.g., profit and turnover) while employee performance is linked to efficiency or perception-oriented terms (e.g. supervisory ratings and goal accomplishments. Organizations need good employees and

appropriate structure that will enhance their performance. According to Olagunju (2010) most organizations performance is measured by supervisory ratings, supervisory ratings quality, and quantity, dependability and job knowledge and goal accomplishments even though they are highly subjective. This study however will adopt the variables of employee's performance to include; supervisor's ratings, quality, quantity, effectiveness, efficiency, dependability, job knowledge and goal accomplishments.

#### **2.1.6 Relationship between Organizational Structure and Performance**

The organizational structure is developed such that it would positively contribute to the organization's overall performance. Robbins and Coulter (2001) as cited in Avdelidou-Fischer (2015) stressed the importance of measuring organizational performance and emphasized how vital an organizational structure is since it is "the vehicle through which managers can coordinate the activities of the various functions or divisions to exploit fully their expertise and capabilities". Avdelidou-Fischer (2015) further indicated that an organizational structure is simply the process by which organizations formally divide, group, and coordinate job tasks. For any organization to be effective and efficient, its organizational structure needs to be in line with the organization's objectives. A study conducted by Khaleghi (2013) indicated that "an organizational structure plays a crucial role in the success of an organization". Khaleghi (2013) further stated that a "successful organization normally uses a horizontal and less complicated structure". The study intended to identify the relationship between the organization's formality,

complexity and concentration to its performance. The results of that study by Khaleghi (2013) indicated that “Although there were some positive impacts from the formality and concentration on the organizational performance, there was no indication of any possible effect from the complexity of the structure on the organizational performance”. In this research study, the departmental performance relied fairly on the organizational structure. A horizontal structure is more effective when it comes to performance measurement as opposed to a vertical or hierarchical organizational structure.

### **2.1.7 Streamlining Organizational Performance through Departments**

Streamlining can be said to be the improvement of the efficiency of a particular process within an organization, departments is one of the ways by which organizational performance can be streamlined. Each department focuses on its own objectives and performance which contributes to the overall organization’s performance. Sometimes there can be departments within the larger department which are sub-departments of the larger department. A study by Ahmed (2017) on, “The Importance of The Organizational Structuring and Departmentalization in the Workplace” defined departmentalization of an enterprise as a process whereby a number of departments are created based on the nature of their functions. According to Ahmed (2017) “departmentalization helps to develop new managers by providing them with the opportunity to take independent decisions and initiatives and this consequently creates an environment whereby highly skilled subordinates can get an opportunity of being promoted to higher levels of management”. In the same study, Ahmed (2017) stated that if the departmental functions expand, the organisation can further sub-divide that department so as to share the workload more efficiently. The advantages of departmentalization by function given by Ahmed (2017) is that, “it is the most logical and natural form of departmentalization, it brings about specialization which makes optimum

utilization of human resources and it also lays emphasis on each and every activity. The departmentalization by function could also enable top management to exercise control over a number of functions and facilitates delegation of authority and therefore, reduces the work burden of a top manager and it eliminates the duplication of effort that brings efficiency". The attestation by Ahmed (2017) in the study conducted shows that departmentalization results in a single point of authority within a department. In this case, accountability can be appropriately directed to an individual. When performance as one of the key performance indicators is evaluated, the single source of accountability is responsible for ensuring that the department's performance is up to the acceptable standard. It has also shown that departmentalization can be used to streamline organisational performance.

According to Ahmed (2017) departmentalization leads to the benefit of applying the gained knowledge in order to achieve the required goals. This then improves the efficiency of the organisation. In this study by Ahmed (2017) it is however stated that there are also disadvantages of departmentalization such as the negative impact on the personnel's attitude towards their work. Ahmed (2017) further stated that "in departmentalization, the standard of performance of each department and objective to be achieved is planned and when actual performance deviates from the planned performance, these can be addressed accordingly"

## **2.2 Theoretical review**

Weber's Bureaucratic Model is a classic model of organizational design that is still in use today. It involves structuring an organization hierarchically with formal rules and procedures that govern the organization and its members. The basis for job design theory is organization theory, which can be classified broadly into three strains of thought: the classical, the behavioral, and the situational.

**2.2.1 Classical theory** was expounded in early writings of Max Weber and Henri Fayol. For the classicist, any organization achieves efficiency through its division of labor. Managers identify the overall purpose of the organization. They then divide this overall purpose into jobs, each rationally related to the whole. Jobs are, in turn, grouped to create work groups, divisions, and departments. Finally, each group is assigned a supervisor, who is responsible for overseeing the work of subordinates and reporting the results to his or her own superior.

**2.2.2 Behavioral theory** is quite different. Unlike the classicist, the behaviorist is much less interested in allocating specific tasks to specific jobs, making sure that the authority matches the position, and then trying to attain higher efficiency through specialization of labor. Behavior lists prefer simple organizational structure, decentralized decision-making and informal departmentalization. In an organic structure, subordinates feel free to discuss their performance problems with superiors and have a positive view of the organization. They participate in decision-making and communicate with those whose views are needed to solve immediate problems.

These characteristics are in stark contrast to conditions in a traditional organization, where subordinates are guarded and negative about the organization, do not feel sufficient trust to communicate openly with those of higher status, and are not permitted to participate in decision-making.

**2.2.3 Situational theory** differs from both classical and behavioral theories. Advocates stress the influence of the external environment on the allocation of responsibilities and tasks within the organization, work groups, and jobs, allocating responsibilities and tasks means creating a structure.

Appropriate structures differ according to technology, markets, production, research, and information. One of the most common and relevant research topics in the field of contingency or situational theory involves analyzing the effect of a set of mainly external factors on the design of an organization in order to verify the most efficient organizational structures (Powell, 1992; Baligh et al., 1996; Forte et al., 2000; Pettigrew et al., 2000; Meilich, 2006).

### **2.3 Empirical review**

Base on the research carried out by Malik Shahzad Shabbir (2016), titled “**Organizational Structure and Employee’s Performance**” the study sought to assess the effect of organizational structure on employee’s performance in brewing firms in Nigeria. The purpose of the study is to determine whether there is appropriate structure in Nigeria brewing firms and the extent it has contributed to their employees’ performances. The population of the study is 6468 being the total staff strength of the five brewing firms in Nigeria Stock Exchange while the sample size was extracted from the population using Taro Yamane method. This study used descriptive type of survey design and structured questionnaire was used to generate data. Descriptive statistics, correlation and t-statistics, was adopted for analysis of data and hypotheses testing. The result of the study revealed that nature of hierarchical layers has significant positive effect on the employee’s performance of brewing firms; that technology has significant positive effect on the employee’s performance of brewing firms; that internal and external boundaries has significant positive effect on the employee’s performance of brewing firms; and that formalization significantly affect employee’s performance positively. In view of the above findings, the study concludes that adopting appropriate structure is the fulcrum on which employees’ performance of brewing firms revolves.

Rachmayanthi, (2017) there is a positive and significant effect between organizational structure and employee performance. And the indirect effect between organizational structures on performance through job satisfaction. Based on these findings, it can be concluded that any changes or variations that occur in performance are directly affected by job satisfaction, and indirectly have a significant effect on organizational structure. Eynali, Golshahi, Yazdi, & Rahimi, (2014). The purpose of this study is to find out the relationship between job satisfactions of personnel with the organizational structure of the education department in the province of Golestan. The orgstructure includes three components of complexity, formalization and centralization. The research was determined to be applied, the research objectives were through the descriptive-correlative method. The results show that there is a negative significant relationship between organizational structure and its aspects and job satisfaction of personnel, where the organizational structure explains 33% of job satisfaction changes. (Kalowski, 2015). Looking at changes in organizational structure in affecting the market, a group of organizations pay attention to internal factors (complexity, Technological, Qualification of Employees and Managers, Location, Organizational Culture, Type, Development, ineffective, Legal Form, control, size, age, and history) in influencing performance The company's main thing is to emphasize development strategies, types of activities and markets, as well as employee and manager qualifications in the organizational structure.

Oyewobi, Windapo, & Rotimi, (2016) key strategic management researchers have paid attention to the causes of performance differences among organizations looking at the relationship between the environment, organizational characteristics, competitive strategies, and performance of construction organizations in the South Africa industry. The results reveal that organizational characteristics have a direct influence on organizational performance, while the relationship

between the business environment and organizational performance is mediated by competitive strategies. Raia, Damiannah, & Maru, (2015) organizational structure and organizational effectiveness that the level of communication has a positive and significant effect on stability productivity and satisfaction and human resource development. It also emphasizes that organizational processes moderate the relationship between organizational structure and organizational effectiveness. Shabbir, (2017) assessed the effect of organizational structure on employee performance in brewing in Nigeria. Internal and external factors have a positive and significant influence on company performance, and the formalization of organizational structure is positively and significantly influences employee performance. (Tran & Tian, 2013), evaluating the factors that influence organizational structure and the impact on company performance, in this case the organizational structure is divided into two groups, namely internal factors and external factors in influencing organizational structure.

The study of Okoro Blessing Chineme, Nebo, Ogochukwu E.S. and Nwosu, Onwumelu (2017) ascertain the effects of organizational design on employee performance in the manufacturing industry; to determine the nature of relationship between organizational structure and job design on employee performance in manufacturing industry and to assess the effect of organizational design on employee performance on training in the Nigerian Manufacturing Industry. The cross-sectional survey research method was adopted and four organizations in Enugu were selected for the study. They include Electricity Distribution Company (EEDC), Innoson Nigeria Ltd Enugu, PZ Industries Plc and Nigerian Breweries Plc in Enugu metropolis Data for the study were sourced primarily using a structured questionnaire and interview. Data collected were presented and analyzed in tables and the corresponding values expressed in percentages. Z-test and Chi-square statistical techniques were used to test the hypotheses. Findings from the study showed



that Adherence to organizational design on employee performance has significant influences in Nigerian manufacturing industry. There is significant relationship between organizational structure and job design on employee performance in manufacturing industry. The adoption of the organizational design on employee performance on training significantly enhances corporate success and economic growth.

Muhammad Donal Mon (2019) in his study, see to the effect of complexity, formalization, nature of hierarchical and technology on company performance. Collect data using a questionnaire, in order to measure how much influence the organizational structure has on the firm performance. Data is processed using the SPSS program. The results of the analysis show that the organizational structure for complexity and nature of hierarchical variables has a positive but not significant effect while formalization and technology have a positive and significant effect on firm performance. Sinqobile W. Nene, Alan S. Pillay (2019), in their study, titled “An Investigation of the Impact of Organisational Structure on Organisational Performance” The study intended to give a practical perspective on the impact of a complex organisational structure on elements of personnel job satisfaction and departmental performance. The research instrument was designed to establish the elements that influence the composition of the organisational structure. Data analysis was done through descriptive and inferential statistics. The conclusion showed the inference between these elements and the actual aim of this study. The study did not directly compare the analysis of performance and organisational structure influence on it but rather aimed at establishing the general consensus by the participants on the likelihood of them accepting suggestions and recommendations of the study. It was evident that the organisational structure is ineffective. The ineffectiveness of the structure was observed to have been a contributing factor to the low job satisfaction levels within the participants. The context of the

study identified staff morale as the main contributor to poor performance. Therefore, it could be concluded that since the organisational structure negatively impacted staff morale, it also inadvertently negatively affected the performance of the department.

Achcaucaou, Bernardo and Castan (2014) carried out a study on determinants of organizational structures, an empirical study. The study examined specifically the main factors that determine the organizational structure of a sample of 50 firms located in Catalonia, an autonomous region in the northern east of Spain. After grouping the variables into two factors (related to internationalization and customer oriented aspects respectively). The study results revealed three groups of organizational structures. In those groups that consider the variables of internationalization to be modifiers of structure the organizational structure are of the complex classical “type, whereas simple firms predominate in the group that believes these variables do not modify structure.

Behzad and Aboufazi (2013) also carried out a study on the effects of organizational structure on the entrepreneurial orientation of the employees in metal industries of Kaveh industrial city of Iran. The study adopted a descriptive survey design and questionnaire was used as instrument for data collection. The population of the study was 4700 employees involved in metal industries of Kawek industrial city among whom, 355 people was selected as the research sample by using Cochran formula and sampling method of relational stratified random sampling method of relational stratified random sampling method. Spearman’s regression test and multi-regression (in SPSS) and structural equation modeling (in LIREL) were used to analyze the data. The analysis revealed that organizational structure has a positive significant effect on entrepreneurial orientation of the employees of the organization. The findings further reveal that the study can help the managers of the metal industry identify the weaknesses and the strengths of their

organizational structure and the appearance of people's orientations and behavior toward the entrepreneurial activities.

Olajide (2015) conducted a study on the effects of organizational structure on job satisfaction in the Nigerian financial sector: empirical insight from selected banks in Lagos state. The level of job satisfaction and effectiveness of every human depends upon an appropriate organization structure; as organization structure is the prescribed pattern of work-related behavior that are deliberately established for the accomplishment of organizational goals. During the last decade quite a lot of discussions have taken place, in the corporate world, about organizational structure, and a lot of organizational success and job satisfaction by the employee are attached to the structure that is in place. Yet opinions still considerably differ with regard to the most appropriate organizational structure that would enhance job satisfaction. This study therefore examined the effects of organizational structure on job satisfaction in the Nigerian financial sector, empirical insight from selected leading banks in Lagos State, Nigeria. Survey research design was used in the study. Data for the study were gotten from both primary and secondary sources. A total of 335 questionnaires were administered randomly to selected banks out of 3711 officials of the leading banks. However, only 280 of the administered questionnaires were filled and returned and 259 of the questionnaires returned were found useful for data analysis. Two hypotheses were advanced to guide the study. The result of the first hypothesis shows that there is a correlation between organizational structure and optimum job satisfaction at 0.795 R-square; hence the Null hypothesis was rejected. Also, the result of the study reveals that there is a relationship between organizational structure and employee's recognition at 0.612 R-square; hence Null hypothesis two was rejected. Findings of the study show that there is a correlation between organizational structure and components of job satisfaction via need for dominance,

achievement & autonomy. The study recommends that organizations should design a suitable structure which must begin with some ideas of what the organization is out to achieve (prime purpose of the organization). The study therefore concludes that managers should bear it in mind that job satisfaction of workers go a long way to determine their productivity, and hence the realization of organizations goals and objectives. So, suitable structures should be put in place to enhance optimum level of job satisfaction.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

In this chapter, the researcher tries to describe the method to the adopted for this study under the following sub-headings: Research design, Population of study, Sample/ sampling techniques, Instrument for data collection, Reliability and Validity of instrument, Method of data collection, Method of data analysis.

#### **3.1 Research Design**

The study adopted a descriptive survey research design. According to Nwoegu (2006), descriptive survey design is concerned with collecting data from a sample of a population order to describe conditions or the relationship that exist, opinions that are held, processes that are going on, effects that are evident or trends that are developing.

### **3.2 Population of the study**

According to Akande and Owolabi (2009), Population is defined as the total set of observations from which a sample is drawn. According to the Annual report 2020, the total population of staff in Zenith Bank as at 2020 is 7,544 from 369 branches in Nigeria. Also, Zenith Bank has 11 branches located in Ogun State which is the area of focus of this study. This study will only consider the population of low, middle and top management staff of five (2) Zenith Bank Branches namely, Zenith Bank (Obafemi-Owode branch, Ibafo Branch, Sango, Ota, Sango) located in Ogun State, Nigeria.

### **3.3 Sample size**

A sample size is the representation of every element in the total population of study. Due to the large population of Zenith bank staffs, the study will make use of survey method, which requires a sample to be drawn from a large population to adequately represent the entire population.

The sample size was determined based on the total number of populations divided by number of branches assuming equal number of staffs across the 369 branches (11 branches in Ogun state).

Taro yaman's formula was used to determine the sample size based on the percentile proportional division of the workers in Nigerian Ports Authority.

n= Number of sample size

N= population size

$N_b$  = Number of branches

$$n = \frac{N}{N_b} * 5$$

n= sample size =?

N= population size =7,544

$$n = \frac{7544}{369} * 5$$

n= 20.44 \* 5

n= 102.2

n= 102

The sample size is 102 and this is a fair representation of the total population.

### **3.4 Sampling Techniques**

A sample is a subset of the population but element of which has common characteristics. Also, it refers to any portion of a population selected for the study and on whom information needed for the study obtained, however, out of the target population, simple random sampling technique will

be used to selecting samples for the study. Forty respondents will be randomly sampled in order to prove or disprove my hypotheses; the people will provide the required responses.

### 3.5 Research Instrument

The instrument to be used for data collection will be questionnaire. It will be constructed by the researcher to collect data from the employees on “effect of organisation structure on employees’ performance”. However, the items in the questionnaire would also be drawn to suit the need of present study, the questionnaire consist of **two sections**. Section A and B, section “A” consists of items on demographic status of the respondents. Here information on age, gender, qualification and experience while section B contains items which will be structured to elicit information on the “effect of organisation structure on employees’ performance”.

Also, the questionnaire will be structured in a four (4) point Likert Scale rating as follows:

Strongly Agreed (S.A) \_\_\_\_\_ 4points

Agree (A) \_\_\_\_\_ 3 points

Strongly Disagreed (S.D) \_\_\_\_\_ 2 points

Disagreed \_\_\_\_\_ 1 point



### **3.6 Reliability and validity of instrument**

In order to ensure the validity of the instruments, content validity was used, where the items in the questionnaire was checked considering the research purpose. An expert judgment was sought from the supervisors who assisted in the validation of the instruments. The validity helps in identifying items in the questionnaires that need restating and removing those that are not important in the study.

### **3.7 Method of Data Collection**

The administering of the questionnaires was carried out by the researcher and a trained assistant who has preliminary knowledge about the instrument. The researcher made sure that the selected research assistants are familiar with the interpretation of the instrument with the language of the immediate environment of the respondents.

Researcher sent a letter to human resource department of the organization in subject base on the study, after permission is granted and date fixed, the researcher then administered the questionnaire and collected the completed questionnaire from the respondents.

### **3.8 Methods of Data Analysis**

The bio-data of the respondents' and the research questions was analyzed using the frequencies and percentages on demographic variables of the respondents. Meanwhile, percentage was computed for the calculated 'strongly agreed', 'Agreed', 'disagreed' and 'Strongly disagreed' statements.

Also, the hypotheses were computed using inferential statistical tools. Null hypotheses ( $H_0$ ) will be tested using spearman correlation at 0.05 level of significance. This is because, spearman correlation coefficient is a test suitable for testing relationships between variables with Likert

## CHAPTER FOUR

### Data Presentation, Analysis and Interpretation

#### 4.0 Introduction

This chapter consist of analysis, interpretation and presentation of collected using various statistical techniques. All data collected were analyzed, presented and discussed in this chapter. 110 copies of questionnaire were carefully administered on respondents; at the end of the fieldwork, it was observed that 100 copies were correctly filled, error free and returned at the stipulated time. This result in 91.0% response rate. Thus, 100 copies of questionnaire retrieved were analyzed and presented using for easy grasp.

**Table 4.1 Preliminary Survey Details**

#### Response Rate to Questionnaire Administered

S/No	Questionnaires	Frequency	Percentage
1.	Number of questionnaire administered	110	100%
2	Number of questionnaires not properly administered	5	4.5%
3.	Number of questionnaires not retrieved	5	4.5%
4.	Questionnaires retrieved and used for the final analysis	100	91.0%

**Source: Field Survey 2021**

Table 4.1 above provides the response rate to questionnaires administered. A total of 100 copies of questionnaire were administered. The total number of questionnaires retrieved after administration was 100 while 5 copies were not properly administered and 5 copies were not retrieved. This implies that 91.0% response rate was achieved.

**Table 4.2 Demographic Data of the Respondents.**

The following shows the result of the analysis of demographic information of the respondents in terms of their Gender, Age Range, Educational level, Work experience, and Current position.

<b>Variable</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>AGE</b>		
21 – 30 years	35	35.0
31 – 40 years	35	35.0
41 – 50 years	25	25.0
51 years and above	5	5.0
TOTAL	100	100.0
<b>GENDER</b>		
Male	60	60.0
Female	40	40.0
TOTAL	100	100.0
<b>EDUCATIONAL QUALIFICATION</b>		
SSCE	25	25.0
OND/NCE	15	15.0
B.Sc/HND	55	55.0

MBA/MS.c/Ph.D	5	5.0
TOTAL	100	100.0
<b>WORKING EXPERIENCE</b>		
0 – 5 years	40	40.0
6 - 10 years	15	15.0
11 - 15 years	25	25.0
15 years and above	20	20.0
TOTAL	100	100.0

**Source: Field Survey 2021**

Table 4.2 presented the demographic information of the respondents. As shown above, 60 of the respondents are male representing 60.0%; while 40 representing 40.0% are female. This simply implies that majority of the employees in Nafdac Lagos State that participated in this study are male.

The Age of the respondents is presented in Table 4.2. From the table above, it can be seen that 35 of the respondents representing 35.0% were between ages 21-30 years, 35 respondents representing 35.0% were between ages 31-40 years, 25 respondents representing 25.0% while 5 respondents representing 5.0% were 51 years and above. Hence majority of the employees were between 21 years and 40 years.

The educational qualification of the respondents as presented in the table includes, 25(25.0%) of respondents hold SSCE, 15(15.0%) OND/NCE, 55(55.0%) have BSc/HND, while 5(5.0%) of the respondents have earned MBA/MS.c/ph.D. The result indicates that the respondents are literate and well educated. Majority of the employees hold above Ordinary National Diploma.

With respect to Working experience category of the respondents; as shown in Table 4.2, 40 respondents representing 40.0% which form the majority has 0-5years experience; 15 respondents representing 15.0% has 6-10years working experience, 25 respondents representing 25.0% while the remaining 20 (20.0%) has 15years and above work experience.

#### **4.1 The relationship that exists between job design and employees’ target setting**

This section presents the answer provided by the employees in response to research question one that seeks to identify the relationship that exists between formalization and employees’ performance

**Table 4.3 The organization follows a standard operating procedure that provides clear and well-defined job descriptions for all personnel**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Strongly Disagree	0	0
Disagree	0	0
Agree	30	30.0
Strongly Agree	70	70.0
<b>Total</b>	100	100.0

**Source: Field Survey 2021**

Table 4.3 above revealed that 30.0% of the respondents agreed that workers in the organization spend their time wisely and this has led to the improvement in the quality of work. 70.0% strongly agree that the workers follow due process and system in the organization by spending their time wisely and this has led into high quality of work. This implies that workers in this organization have improved quality of work by following rules governing the organization.

**Table 4.3.1: Employees are confined by the organisation rules and procedures and this discourage creativity**

<b>Responses</b>	<b>Frequency</b>	<b>Percent (%)</b>
Strongly Disagree	5	5.0
Disagree	35	35.0
Agree	35	35.0
Strongly Agree	25	25.0
<b>Total</b>	100	100.0

**Source: Field Survey 2021**

Table 4.3.1 above show that 5.0% of the respondents strongly disagree while 35.0% disagree that rules and procedure in the organization does not discourage workers from being creative. 35.0% agree that the workers are limited by rules and 25.0% strongly agree that organization rules discourage creativity among workers which leads to low productivity. This implies that workers in this organization have proved that organization rules can discourage employees' creativity.

#### **4.2 The link that exists between the reporting relationship and employees' work rating**

This section exemplifies the link that exist between the number of layers in the organizational hierarchy and employees' performance

**Table 4.4: The nature of Zenith bank's hierarchical layers has a significant impact on staff performance**

<b>Responses</b>	<b>Frequency</b>	<b>Percent (%)</b>
Strongly Disagree	5	5.0
Disagree	15	15.0
Agree	35	35.0
Strongly Agree	45	45.0
Total	100	100.0

**Source: Field Survey 2021**

Table 4.4 above revealed that 5.0% of the respondents strongly disagree; 15.0% disagree as the link that exist between the organization hierarchy level and the employee may have no significant in their performance; 35.0% agree while 45.0% strongly agree that a link exist in organization hierarchy, number of levels and employee performance.

**Table 4.4.1: Zenith Bank's management structure has a high number of hierarchical layers, which slows down decision-making**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly Disagree	5	5.0
Disagree	30	30.0
Agree	35	35.0
Strongly Agree	30	30.0
Total	100	100.0

**Source: Field Survey 2021**

Table 4.4.1 above disclose that 5.0% of the respondents strongly disagree while 30.0% disagree that zenith bank high number of hierarchy slows decision-making. 35.0% agree that the high number of layers and 30.0% strongly agree that the organization has a high number in hierarchical layers, which slows down decision. This mean that zenith bank management structure with high number of hierarchy slows down decision making.

#### **4.3: The Relationship that Exists between Departmentalization and Periodic Target Achievements**

This section is illustrated the relationship existing between internal and external boundary and employees' performance

**Table 4.5: In Zenith Bank, there are distinct boundaries between employees and management, employees and customers, and management and the board of directors/stakeholders.**

<b>Responses</b>	<b>Frequency</b>	<b>Percent (%)</b>
Strongly Disagree	10	10.0
Disagree	10	10.0
Agree	50	50.0
Strongly Agree	30	30.0
Total	100	100.0

**Source: Field Survey 2021**



Table 4.5 above show that 10.0% of the respondents strongly disagree while 10.0% disagree. 50.0% agree and 30.0% strongly agree that in the organization there exist a relationship between internal and external boundary and their workers performance. This table revealed that in zenith bank there is a relationship between employees and management, employees and customers, and other boundaries and its effect on employees' performance.

**Table 4.6: The barriers between different parts of the organisation affect employees' performance negatively**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly Disagree	5	5.0
Disagree	45	45.0
Agree	25	25.0
Strongly Agree	25	25.0
Total	100	100.0

**Source: Field Survey 2021**

Table 4.6 above revealed that 5.0% of the respondents strongly disagree while 45.0% disagree on the barriers in different parts of the organization affecting employees' performance. 25.0% agree and 25.0% strongly agree. This table disclose that there are barriers in different parts of the organization and affect employee performance negatively.

#### 4.4: The Link Between Authority Distribution and Employees' Job Improvement

This section also established the link between complexity and employees' performance

**Table 4.6.1: Zenith Bank has a lot of professionals dedicated to specialized tasks, that enhances staff performance**

<b>Responses</b>	<b>Frequency</b>	<b>Percent (%)</b>
Strongly Disagree	0	0
Disagree	0	0
Agree	40	40.0
Strongly Agree	60	60.0
Total	100	100.0

**Source: Field Survey 2021**

Table 4.6.1 above revealed that 40.0% of the respondents agree while 60.0% strongly agree that Zenith bank has a lot of professional dedicated to tasks which enhances staff performances. This implies that majority of the respondents strongly agreed that Zenith bank has a lot of professionals dedicated to specialized tasks, that enhances staff performance.

**Table 4.6.2: Employee training on specialized software or tasks improves zenith bank employees' performance**

<b>Responses</b>	<b>Frequency</b>	<b>Percent</b>
Strongly Disagree	0	0
Disagree	0	0
Agree	45	45.0
Strongly Agree	55	55.0
Total	100	100.0

**Source: Field Survey 2021**

Table 4.6.2 above revealed that 45.0% of the respondents agree while 55.0% strongly agree employees training on specialized software and tasks improves zenith bank employees' performances. Majority of the respondents strongly agreed to the statement above.

## **4.5 HYPOTHESES TESTING**

### **4.5.1 Hypothesis One**

**H<sub>0</sub>:** There is no significant relationship between job design and employees' target setting in Zenith Bank Nigeria Plc.

**H<sub>1</sub>:** There is significant relationship between job design and employees' target setting in Zenith Bank Nigeria Plc.

**Table 4.7: Hypothesis One**

**Correlations**

			Job design	Employees' target setting
Spearman's rho	Job design	Correlation coefficient	1.000	-.002
		Sig (2-tailed)	.	.983
	Employees' target setting	Correlation coefficient	-.002	1.000
		Sig (2-tailed)	.983	.
		N	100	100

**Source: Field Survey 2021**

The result above indicated that there is a very weak negative correlation between job design and employees' target setting with correlation coefficient "r" being -0.002. Hence, the relationship between job design and employees' target setting is low. Also, the significant value (sig 2-tailed) "0.983" is higher than the p-value (p-value = 0.05). This implies that the relationship observed between the two variables is not significant. Hence, null hypothesis is retained, while alternative hypothesis is rejected. Hence, there is no significant relationship between job design and employees' target setting.

#### 4.5.2: Hypothesis Two

**H<sub>0</sub>:** There is no significant relationship between reporting relationship and employees' compensation in Zenith bank Nigeria Plc

**H<sub>1</sub>:** There is significant relationship between reporting relationship and employees' compensation in Zenith bank Nigeria Plc

**Table 4.7.1 Hypothesis Two**

#### Correlations

			Reporting relationship	Employees' compensation
Spearman's rho	Reporting relationship	Correlation coefficient	1.000	.380 <sup>**</sup>
		Sig (2-tailed)	.	.000
	Employees' compensation	Correlation coefficient	.380 <sup>**</sup>	1.000
		Sig (2-tailed)	.000	.
		N	100	100

**Source: Field Survey 2021**

The result above indicated that there is a weak positive correlation between reporting relationship and employees' compensation with correlation coefficient "r" being 0.380. Hence, the reporting relationship has low correlation to employees' compensation. In other words, the reporting relationship contributes to employees' compensation only to a little extent. Also, the significant value (sig 2- tailed) "0.000" is lower than the p-value (p-value = 0.05). This implies that the weak relationship observed between the two variables is significant. To this effect, null hypothesis was rejected, while alternative hypothesis was accepted, which means, there is a significant relationship between reporting system and employees' work compensation.

#### **4.5.3: Hypothesis three:**

**H<sub>0</sub>:** There is no significant relationship between departmentalization and periodic target achievement in Zenith Bank Nigeria Plc.

**H<sub>1</sub>:** There is significant relationship between departmentalization and periodic target achievement in Zenith Bank Nigeria Plc.

**Table 4.7.2 Hypothesis Three**

**Correlations**

			Departmentalization	Periodic target achievement
Spearman's rho	Departmentalization	Correlation coefficient	1.000	.420
		Sig (2-tailed)	.	.000
	Periodic target achievement	Correlation coefficient	.120	1.000
		Sig (2-tailed)	.000	.
		N	100	100

**Source: Field Survey 2021**

The result above indicated a weak positive correlation between departmentalization and periodic target achievement with correlation coefficient “r” being 0.420. This means that departmentalization has direct association with periodic target achievement. Also, the significant value (sig 2- tailed) 0.00 is lower than the p-value (p-value = 0.05). This implies that there is a significant positive relationship between departmentalization and periodic target achievement. Hence, Null hypothesis is rejected while alternate hypothesis is accepted.

**4.5.4: Hypothesis four:**

**H<sub>0</sub>:** There is no significant relationship between authority distribution and employees’ job improvement in Zenith Bank Nigeria Plc.

**H<sub>1</sub>:** There is significant relationship between authority distribution and employees’ job improvement in Zenith Bank Nigeria Plc.

**Table 4.7.3 Hypothesis Four**

**Correlations**

			Authority distribution	Employees’ job improvement
Spearman’s rho	Authority distribution	Correlation coefficient	1.000	.504 <sup>**</sup>
		Sig (2-tailed)	.	.000
	Employees’ job improvement	Correlation coefficient	.504 <sup>**</sup>	1.000
		Sig (2-tailed)	.000	.
		N	100	100

**Source: Field Survey 2021**

The result above indicated that there is a moderate positive correlation between authority distribution and employees’ job improvement with correlation coefficient “r” being 0.504.



Therefore, the relationship between authority distribution and employees' job improvement is moderate and this means authority relationship has moderate influence on employees' job improvement. Also, the significant value (sig 2- tailed) which is "0.000" is less than the p-value (p-value = 0.05). This implies that the moderate correlation observed between the two variables is significant. On this basis, null hypothesis was rejected, while alternative hypothesis was accepted.

#### **4.6 DISCUSSION OF THE FINDINGS**

In this section, the findings from the analysis of "**ORGANISATIONAL STRUCTURE AND ITS EFFECTS ON EMPLOYEES' PERFORMACE IN ZENITH BANK NIGERIA PLC**" would be discussed.

The general objective of this research was to investigate the effect of organisational structure on the employees' performance in zenith bank Nigeria plc. The general objective is further subdivided into four specific objectives. The research used a descriptive survey research design in order to collected information relating to the subject matter using a survey instrument, in this case, questionnaire. The resulting data collected were then analyzed using descriptive statistics and inferential statistics which arrive at our findings. The findings from the study are presented as follows.

The research assessed the association between formalization and employees' performance. The findings showed that there was an extremely weak negative correlation between formalization and employees' performance with correlation coefficient "r" being -0.002. In other words, formalization would have little to no influence on employees' performance. The relationship between formalization and employees' performance is also found to be insignificant. This finding negates the findings of Muhammad Donal Mon (2019) in his study on effect of

complexity, formalization, nature of hierarchical and technology on company performance. As opposed to the findings in this study, he found that organisational formalization have a positive and significant effect on firm performance.

Researcher also investigated the link between number of layers in the organizational hierarchy and employees' performance. The findings showed that there was a weak positive correlation between number of hierarchical layers and employees' performance with correlation coefficient "r" being 0.380. It was found that the nature and number of hierarchical layers has low association to employees' performance. Hence, the nature of hierarchical layers will only have little influence employees' performance. However, this association between number of layers in the organizational hierarchy and employees' performance is found to significant. The finding is dissimilar to the findings of Muhammad Donal Mon (2019) who researched the effect of complexity, formalization, nature of hierarchical and technology on company performance. He found that complexity and nature of hierarchical variables has a positive but not significant effect on firm performance. The result of this study showed a positive and significant relationship of number of hierarchical layers on employees' performance instead.

Similarly, the research assessed the relationship that exists between internal and external boundary and employees' performance. The findings indicated a weak positive correlation between the external and internal boundaries and employees' performance with correlation coefficient "r" being 0.420. The external and internal boundaries will have influence on employees' performance to a larger extent when compared to number of hierarchical layers and formalization. It was also found that there was a significant positive relationship between internal and external boundaries and employees' performance. The research agrees with a lot scholars'

findings. Rachmayanthi (2017), reported that there is a positive and significant effect between organizational structure and employee performance.

Lastly, the researcher verified the link between that exist Complexity and employees' performance.in Zenith bank Nigeria Plc. The findings showed a moderate positive correlation between complexity and employees' performance with correlation coefficient "r" being 0.504. Complexity and level of specialization of the organisation would moderately contribute employees' performance. Hence, complexity has significant relationship with employees' performance. According to the findings of researchers, complexity have positive but not significant effect on company and employees performance (Muhammad Donal Mon, 2019). However, other researches have shown that employees' performance and complexity have significant and positive relationship (Eynali 2014).

## CHAPTER FIVE

### 5.0 Introduction

This chapter centres on Summary, Conclusion, Recommendation, Contribution to Knowledge, and Suggestions for further research studies. Summary:

### 5.1 SUMMARY

The focus of the study was “Organisational Structure and its Effects on Employees’ Performance: A Study of Zenith Bank Nigeria PLC”. The specific objectives of the research were:

1. To investigate the relationship between job design and employees’ target achievement
2. To ascertain the link between reporting relationship and employees’ work compensation
3. To examine the relationship between departmentalization and periodic target achievement
4. To verify the link between authority distribution and employees’ job improvement.

The study employed classical theory and behavioral theory as framework. The study equally involved descriptive survey research design with simple random sampling technique. Data collection method involved the use of questionnaire and data analysis involved the use of percentages, frequencies and Spearman correlation coefficient.

As to the view that organization organization followed a standard operating procedure, that provided a clear and well- defined job description for all personnel, 70.0% of the respondents strongly agreed with this view. On whether employees were confined by organizational rules and regulations that discouraged creativity, 35.0% of the respondents disagreed with this view. As to whether hierarchical layers in the organizational structure slow decision making 35.0% of the

respondents agreed with this view, 45.0% of the respondents strongly agreed with the claim. In respect of the boundaries created between various units in the organization, 50.0% of the respondents agreed with this claim. Concerning barriers between different parts of the organization affecting employees' performance negatively, 45.0% of the respondents disagreed with the view. The claim that the bank had many professionals dedicated to specialized tasks, 60.0% of the respondents strongly agreed. In respect of employees' training in specialized task that improved the organizational employees' performance, 55.0% of the respondents quite agreed.

Hypothesis 1 indicated no significant relationship between job design and employees' target setting with significant value (sig.2-tailed) "0.983" higher than p-value (p-value=0.05), hence, null hypothesis was accepted

Hypothesis 2 showed significant relationship between reporting system and employees' work compensation with significant value (sig.2-tailed) "0.000" less than p-value (p-value=0.05), hence, alternative hypothesis was accepted.

Hypothesis 3 revealed significant relationship between departmentalization and periodic target achievement with significant value (sig.2-tailed) "0.00" less than p-value (p-value=0.05), therefore, alternative hypothesis was accepted

Hypothesis 4. Showed significant relationship between authority distribution and employees' job improvement with significant value (sig.2-tailed) "0.000" less than p-value (p-value=0.05), therefore, alternative hypothesis was accepted.

## **5.2 CONCLUSION**

On a note of conclusion, the significance of organizational structure cannot be over emphasized in work organization. Organisational structure defines how tasks allocations, co-ordination The work organisation and supervision are carried out in order to meet the aims of the organization. It enables employees to understand the rules and regulations to follow, how activities and functions are directed or arranged so as to achieve organizational goals. Organisational structure helps work organization to remain focused and attain efficiency. The study revealed that Zenith Bank followed standard operating procedures that provided well- defined job description for all employees. Rules and regulations to some extent slow down decision making and layers of hierarchy of authority had impact on decision making of the work organization by making it slow. There were many boundaries created between various units in the organization and many professionals were employed to execute diverse tasks that improved the performance of employees in the work organization.

## **5.3 RECOMMENDATION**

1. The Bank should have a specific and well - defined structure in order to enhance proper co-ordination and efficiency. There are different types of organizational structure that can be adopted in any work organisation depending on their aims, resources and spread of branches across the country. On this note, regional based structure is hereby recommended in order to create room for better ways to harness local markets.

2. There must be proper job analysis and job design in the organization in order to foster efficiency and profit margin of the organisation
3. There should be proper and more effective co-ordination of functions across various departments in order to pave way for planning and supervision of employees'
4. The Banking institution in the contemporary society is dynamic, therefore, there more be more attention directed at employees' job specification, clear cut roles and responsibilities, good reporting relationship and effective job allocations so as to promote efficiency of Labour
5. The work organization should encourage functional specialization of duties across each regional offices in order to make grouping of functions easy and accelerate good decision making for maximum productivity.
6. The human resource department of the organization as well as the management must always embark on training programmers most especially on types of organizational structure to employ as the organization expands. This will pave way for effective performance through well- arranged lines of authority, good communication network, acceptable and clearly defined rights and duties of employees.

#### **5.4 CONTRIBUTION TO KNOWLEDGE**

1. The study contributed to knowledge in terms of gap in knowledge created in the statement of problem. Past studies on employees' performance had focused on issues such as motivation, leadership, decision making, and organizational culture, work life balance etc. little has been done in the area of organizational structure relative to employees' performance.

2. The theoretical approach, research design, sampling technique, instrument of data collection and method of data collection are part of the ways by which the study contributed to knowledge.
3. By identifying the deficiencies inherent in the current structure of the study organization, which may be used as basis of future research by other scholars, the study had contributed to knowledge.
4. The fact that other work organizations in the country apart from Banking institution would understand the need to have a well -defined organizational structure, in order to accelerate good reporting system, effective co-ordination of tasks, good supervision, quick decision-making system, the study has contributed to knowledge.

#### **5.5 SUGGESTION FOR FUTURE STUDIES**

1. Future studies can focus on organizational structure relative employees' performance in a big manufacturing company.
2. Further studies can examine comparative analysis of organizational structure and employees' performance in public and private work organization
3. Future studies can focus on comparative study of organizational structure of two different Banks in Nigeria relative to their employees' performance.
4. Future studies can be directed towards organizational structure and employees' productivity among selected Oil Companies in Nigeria.

#### **5.6 LIMITATION OF STUDY:**



The study was limited by inadequate finance to travel to different branches of the Bank across Ogun State. In addition, the stress of getting respondents to administer the questionnaire was also a big challenge.

Finally, some of the copies of questionnaire were not properly administered, while some were not returned.

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**QUESTIONNAIRE ON EFFECT OF ORGANISATIONAL STRUCTURE ON THE EMPLOYEES' PERFORMANCE**

**(A STUDY OF ZENITH BANK NIGERIA PLC.)**

**SECTION A**

**Instructions:** Please indicate by ticking (v) in the appropriate box

Please answer the following questions.

1 Age: 21-30 years ( )      31-40 years ( )      41-50 years ( )      51 years and above ( )

2 Gender: Male ( )      Female ( )

3 Educational Qualification: SSCE ( )      OND/NCE ( )      B.Sc/HND ( )

MBA/MS.c/Ph,D ( )

4 Working Experience: 0-5 Years ( )      6-10 Years ( )      11-15 Years ( )      15 and Above ( )

SECTION B: Instructions: For each of the following items, you are kindly requested to indicate your opinion with a tick or mark (✓) in the appropriate column that corresponds with view using the following rating scale.

**Key:** SA-Strongly Agree-4, A- Agree-3, D- Disagree-2, Strongly Disagree-1

S/N	ITEMS	SA	A	D	SD
<b>A</b>	<b>Formalization and Employees' Performance</b>				
<b>1.</b>	The organization follows a standard operating procedure that provides clear and well-defined job descriptions for all personnel.				
<b>2.</b>	Employees are confined by the organisation rules and procedures and this discourage creativity				
<b>3</b>	Each job task is precisely specified by written regulations and procedures, which simplifies and accelerates performance.				
<b>4</b>	Zenith bank's level of formalization guarantees that employees' actions and behaviors are consistent across all locations, allowing for easy monitoring and comparison of key performance indicators.				
<b>B</b>	<b>Number of Layers in the Organizational Hierarchy and Employees' Performance</b>	SA	A	D	SD
<b>5</b>	The nature of Zenith bank's hierarchical layers has a significant impact on staff performance.				

<b>6</b>	Zenith bank's management structure has a high number of hierarchical layers, which slows down decision-making.				
<b>7</b>	In my opinion, Zenith bank has a disproportionately small number of hierarchical layers in comparison to its size, which results in hasty decision-making that negatively impacts employee performance.				
<b>8</b>	The Zenith bank hierarchy has a significant number of layers, which results in high employee performance.				

<b>C.</b>	<b>Internal and External Boundaries and Employees' Performance</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
<b>9</b>	In Zenith Bank, there are distinct boundaries between employees and management, employees and customers, and management and the board of directors/stakeholders.				
<b>10</b>	The barriers between different parts of the organisation affect employees performance negatively				
<b>11</b>	Zenith bank has an effective organization with fewer internal boundaries, which enables staff to collaborate effectively.				
<b>12</b>	External boundaries that are loose enable customers to provide valuable input on the bank's delivery activities and products/services.				



<b>D.</b>	<b>Complexity and Employees' Performance</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
<b>13</b>	Zenith bank has a lot of professionals dedicated to specialized tasks that enhances staff performance.				
<b>14</b>	Employee training on specialized software or tasks improves zenith bank employees' performance.				
<b>15</b>	When there are greater number of person specialists in the organization, tasks are easily accomplished and employee performance is improved				
<b>16</b>	Zenith bank has a high level of specialization and well-defined divisions, which promotes employee efficiency and improves service delivery.				