



**ST. MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES**

**THE EFFECT OF STRUCTURE ON ORGANIZATIONAL  
PERFORMANCE: THE CASE OF CIVIL SOCIETY ORGANIZATIONS  
AGENCY**

**BY**

**AMANUAL MOGES FELEKE**

**JULY, 2019**

**ADDIS ABABA, ETHIOPIA**

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**JULY, 2019**

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## **DECLARATION**

I, Amanual Moges, hereby declare that the thesis entitled The effect of Structure on Organizational Performance (The case of Federal Democratic Republic of Ethiopia Civil Society Organizations Agency) is the outcome of my own effort and study and that all sources of material used for the study have been duly acknowledged. This study has not been submitted for any degree in the University or any other University. It is offered for the partial fulfillment of the requirements for the Masters of Business Administration (MBA-General Management) program.

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**July, 2019**

## **ENDORSEMENT**

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a University Advisor.

**Solomon Markos (Ph.D.)**

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Advisor

**St. Mary's University, Addis Ababa**

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Signature

**July, 2019**

## Table of Contents

Acknowledgements.....	iv
List of Abbreviations and Acronyms.....	v
List of Table.....	vi
Figure.....	vi
Abstract.....	vii
CHAPTER ONE: INTRODUCTION.....	1
1.1. Background of the Study.....	1
1.2. Statement of the Problem.....	3
1.3. Research Questions.....	4
1.4. Objectives of the Study.....	4
1.4.1. General Objective.....	4
1.4.2. Specific Objectives.....	4
1.5. Significance of the Study.....	5
1.6. Scope of the Study.....	5
1.7. Definition of Terms.....	6
1.8. Organization of the Study.....	6
CHAPTER TWO: REVIEW OF RELATED LITERATURE.....	7
2.1 Theoretical Review.....	7
2.1.2 What is Organization?.....	7
2.1.3 Types of Organization.....	7
2.1.4 Organizational Dimensions.....	8
2.1.4.1 Structural Dimensions.....	8
2.1.4.2 Contextual Dimensions.....	13
2.1.5 Structure.....	13
2.1.6 Organizational Structure.....	14
2.1.7 Forms of Organizational Structure.....	14
2.1.7.1 Mechanistic Organizational Structure.....	14
2.1.7.2 Organic Organizational Structure.....	15
2.1.8 Types of Organizational Structures.....	17
2.1.9 Organizational Performance and Its relation with Structure.....	25
2.1.10 The organizational Structure on its Effectiveness.....	26
2.2 The Empirical frame work.....	29

2.3. The Concept of Organizational Structure .....	29
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>33</b>
3.1. Research Paradigm, Philosophy and Approach .....	33
3.2. Research Design .....	34
3.3. Research Methods.....	35
3.3.1. Target Population .....	35
3.3.2. Data collection Technique and Procedure .....	35
3.4. Reliability and Validity .....	37
3.4.1. Reliability Analysis .....	37
3.4.2. Validity Analysis .....	38
3.5. Methods of Data Analysis.....	39
3.6. Ethical Considerations .....	40
<b>CHAPTER FOUR: RESULTS AND DISCUSSIONS .....</b>	<b>41</b>
4.1 Introduction .....	41
4.2 Description of Data Administered .....	41
4.4 Background Characteristics of the Respondents .....	42
4.6. Data Presentation and Analysis .....	43
4.7. Descriptive Statistics .....	43
4.8. Perception of Respondents on Organizational Structure Dimensions of CSOA .....	44
4.15. Perception of Respondents on the level of Organizational Performance of CSOA ....	50
4.17 Relationship between Organizational Structure Variables and Organizational Performance .....	53
4.18 Correlation Analysis.....	53
4.21. Association between Variables .....	56
4.22 Stepwise Regression Analysis.....	57
4.27 Interpretation of Regression Results.....	59
4.32 Interpretation and Discussion on the Results .....	62
<b>CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS, LIMITATIONS OF THE STUDY AND RECOMMENDATIONS .....</b>	<b>67</b>
5.1. Summary of Findings .....	67
5.2. Conclusions .....	68
5.3. Limitations of the Study.....	71
5.4. Recommendations .....	71

References.....	73
APPENDIX A.....	78
APPENDIX B.....	85
APPENDIX C.....	86
APPENDIX D.....	87
APPENDIX E.....	88
APPENDIX F.....	89
APPENDIX G.....	90
APPENDIX H.....	91



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## **List of Abbreviations and Acronyms**

**FDRE** – Federal Democratic Republic of Ethiopia

**CHSA** - Charities and Societies Agency

**CSOA** – Civil Society Organizations Agency

**CSO's** – Civil Societies Organizations

## List of Table

Table 3.1 Reliability Test.....	38
Table 3.2. Validity Test .....	39
Table 4.3: Questioner Distributed, Returned, and Not returned .....	41
Table 4.5: Demographic Profile of the Respondents .....	42
Table 4.9: Perception of Respondents on Task routine .....	44
Table 4.10: Perception of Respondents on Formalization practice .....	45
Table 4.11: Perception of Respondents on Professionalism .....	46
Table 4.12: Perception of Respondents on Standardization .....	47
Table 4.13: Perception of Respondents on Span of control.....	48
Table 4.14: Perception of Respondents on Decision making at CSOA.....	49
Table.4.16 Perception of Respondents on the level Organizational Performance (effectiveness and efficiency) of CSOA .....	50
Table: 4.19 Correlations.....	54
Table 4.23 Variables Entered to the Model.....	58
Table 4.24 Model Summary .....	58
Table 4.25 ANOVA .....	58
Table 4.26 Coefficients .....	59
Table 4.28 Excluded Variables .....	60
Table: 4.31 Interview Themes .....	61
Table 4.30 Residual Statistics .....	60
Table 4.29 Collinearity Diagnostics .....	60

## List of Figure

Figure 1; Theoretical Framework of the Study .....	32
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## **Abstract**

*In a dynamically changing world, organizational structure of Organizations (public or private owned) has drawn attention over the past few years. This paper aimed to examine the effect of structure on organizational performance in Federal Democratic Republic of Ethiopia Civil Society Organizations Agency. Which has three specific objectives that were; to assess the perception level of employees and managers towards organizational structure, to investigate the level of organizational performance, and to evaluate which organizational structure dimension affect most on performance of the organization. To achieve its objective and to critically asses the available information the study has used explanatory research design and employ mixed research methodology in order to triangulate the data's (Quantitative and Qualitative). The study used census population (128 employees) by setting two criteria's that are employees whose educational background was above diploma level and at least have one year job experience at CSOA. And data were collected by using self-administered questionnaire and interviewing key informants. Then data was analyzed using descriptive statistics (frequency and percentage) to measure the perception level of employees' about the structure and performance level of the organization and inferential statistics (correlation and regression) to understand the relationship between structure and performance. The findings revealed that from the six organizational structure variables; task routine and decision making change in the same direction (having a positive relationship) with organizational performance statistically significance respectively at the 0.01 level implicating a 99 degree of confidence but even if span of control was significance it has a negative relationship with organizational performance in the case of CSOA and the other variables formalization, standardization, professionalism were less significant. The key findings were obtained, the effect of the independent factors varies having decision making has the highest effect while task routine has a medium size impact on organizational performance, while span of control were found to be negatively impacting organizational performance. On the other hand, formalization, standardization and professionalism variables of organizational structure found to be having less effect on organizational performance. All the variables of organizational structure variables (professionalism, formalization, decision making, task routine, standardization, and span of control) found to be having an impact on organizational performance according to the analyzed interview data. Finally, study recommends Civil Society organizations Agency needs to focus on improving to those organizational structure variables so as to increase the organizations' performance.*

**Keyword:** *Organizational structure dimensions, public organization, organizational performance, Civil Society Organizations Agency.*

# CHAPTER ONE: INTRODUCTION

## 1.1. Background of the Study

There are few countries in the world who can maintain their economic and social growths steadily and constantly. For the past five years Ethiopian economy as a nation was growing (2015 - 10.4%, 2016 - 8%, 2017 - 10.1%, 2018 - 7.7%, and 2019 - 7.7%), (Ethiopia; IMF). For that continues development of the country for the past consecutive years different sectors were contributed in many ways for the nation's economic development. Even though how the development was healthy development was a debatable issue.

The Ethiopian National Plan Commission (2009, 2010 E.C) reports show that the contribution of the humanitarian sector for the national development was not as expected or below the capability. The humanitarian sector was expected to contribute its part for the country's economic and societal development. But the past experience was the reverse. Besides the different government bans and unsuitable laws to operate; the government support for the sector was very low. Also the attention to the sector in previous years was diminutive. Consequently, humanitarian organizations does not contribute as per their capacity of mobilization of resources and invest on different developmental programs for the development and empowerment of the society were very low (Amnesty international; 2012 G.C).

One of the major factors for latent operation or less performance of the sector to contribute for the nation's development was the government's less consideration of not seriously considering the humanitarian organizations as a development and growth partners of the country.

As a federal institution the Federal Democratic Republic of Ethiopia Charities and Society Organization Agency (CHSA) was established by House of Peoples Representatives by proclamation 621/2009 G.C. This federal institution was responsible for registrations and the overall monitoring and supporting activities of charities and societies operated in the country.

As a responsible organization the performance of the institution to achieve its goal that is to support the charities and societies to attain the greatest benefit and to assure the ultimate

advantage of the societies as a whole was very ineffective (The assessment of the organizational performance of CHSA, 2016 G.C).

With the different political interest of the government for the past ten years that was from its establishment of the organization the organization does not support charities and societies effectively and efficiently. Instead of the empowerment and support to organization's (CSO's) it's primary focus were on punishments and take regulatory measures. As a result, various charitable organizations and societies were closed, some of them diverted their developmental programs in to the neighboring countries because of the unfavorable working environment in the country. For those and many other reasons the current transformational government is trying to change the previous hostile environment and also changing law's (621/2001 E.C Charities and Societies proclamation has changed by 1113/2011 E.C Civil Society Proclamation) that can encourage charitable organizations and societies to work independently and liberally. That was the good step but the issue is not only changing the laws but also the regulatory institution in order to feet with the current national and global environment to support CSO's professionally and ethically.

In order to fill this gap; that was to examine the effects of organizational structure that reflects on its performance which has serious impact on the effectiveness and efficiency of the organization was examined by the study. *Organizational structure is the means of strategies implementation for achieving desired goals and also the necessity of flexibility for compatibility with the changing world is unavoidable* (Engle and Simmons, 2002).

From its establishment the Agency has never been revised its organizational structure formally, in order to feet with the current/updated working environment and to satisfy the public interest (Human resource and development directorate of CSOA). Different organizations (CSO's) and the organization internal staffs were complaining many times about the organization's inconsistent decision making, lack of professionalism, centralization, formalization, complexity and the span of control. Which all of them are the components of organizational structure that implies the organization does not have efficient organizational structure that can fulfill the customers need and public interest. The purpose of this study was, therefore, to examine the organizational structure of the Agency and its effect on the organizational effectiveness and efficiency.

## 1.2. Statement of the Problem

The problem related to the fact, as the Charities and Society Organizations Agency inhibited from the Federal government organizations structure which was formed as a response to the service delivery requirements of its consistency in 2009 E.C. According to the human resource director of the Agency, the organization does not formally carry out any analysis to change or review its structure to reflect and accommodate the current/updated service delivery responsibilities that Charities and Society Organizations Agency to received, as its power, functions and strategies as well as its leadership and management change. The Federal Civil Servant proclamation 1064 article 5 /1&2/ undoubtedly put that it was the organizations responsibility of federal institutions to study the appropriate organizational structure and to apply after they get the approval from the minister for their operations.

With the interest of the upper level managers and sometimes to punish unethical employees there were staff rotation and informal additions of departments though different times without proper professional study. This kind of rotation and informal restructurings has a significant effect on the performance of the organization especially on the job itself. Because different serious issues/cases are not done or finished by the person's who know and start the work from the beginning. CSOA focused on the transactional activities than transformational activities of its mission of the organization (Mandefro, 2019 G.C). Customers were also disappointed and dissatisfy by the service delivery from time to time staff rotation issues and inconsistent decision makings made by different level managers.

The inappropriate allocation of personnel's, unclear span of control, inconsistent decision makings and most importantly professionalism were not considered as a requirement for assignment to significant positions (CSOA human resource and development director). Generally these entire problems were issues of organizational structure components that make the institution to perform low. As the organization has low performance its implication has the direct effect on charities and societies operate in the nation, because of the lack proper support from the federal government body. Also the very serious problem was they do not deliver what they promise to deliver to the society at the right time and place.

The problem of the incompetent organizational structure has a negative consequence from the internal service provider to the external service user. *The public institutions looking for better distribution of performance must pay attention to organizational structure and shift their*

*attention from centralized system to non-centralized one to facilitate the higher level of opinion and votes* (Caruana et al-2001 p3). As the organizational structure changes as regarded as key to success full implementation of service delivery strategy, It is from those reason that the topic has been selected which was recognizing a need to how the failure to bring the organizational structure in to line with its current responsibilities impacts on the service delivery expected from civil societies and the federal government.

### **1.3. Research Questions**

The following questions were addressed in the study:

- I. What is the perception level of employees and managers towards organizational structure of Civil Society Organizations Agency?
- II. What is the level of organizational performance of Civil Society Organizations Agency?
- III. Which organizational structure predicator affects most on performance of the organization of Civil Society Organizations Agency?

### **1.4. Objective of the Study**

#### **1.4.1. General Objective**

The objective of the study was to examine the effects of the organizational structure on performance of the organization.

#### **1.4.2. Specific Objectives**

- ❖ To assess the perception level of employees and managers towards organizational structure in Civil Society Organizations Agency.
- ❖ To investigate the level of organizational performance of Civil Society Organizations Agency.
- ❖ To evaluate which organizational structure dimension affect most on performance of the organization of Civil Society Organizations Agency.



### **1.5. Significance of the Study**

The study would provide the significant information for the stakeholders who want to restructure the structure of the institution according to the current/updated responsibilities impacts on the service delivery expected from civil societies and the federal government. The primary user/beneficiary from the study is the organization (internal staffs & managers) then the customers (service user that is the charities and societies) and the end users are the beneficiaries which incorporated under each developmental project of CSO's. The study also used as an input for researchers who want to study on impact of the organizational structure to the organizational effectiveness and efficiency of the organization, it will serve as a source of reference.

### **1.6. Scope of the Study**

Even though examining the concept of the organization is a vast area to study, the focus of the research was to assess organizations structural dimensions/components which are formalization, centralization, task routine, span of control, standardization and professionalism effects to the organizational performance. Not, the contextual dimensions/components that is size, environment, strategy and goal, and the organizational culture. When the researcher mentions organizational structure on the study, indirectly he was mentioning to those the six listed dimensions/components of the organizational structure.

The main purpose of the study was to critically assess the existing facts/problem of the organizational structure and its effect on the organizational performance on CSOA. To achieve its purpose the research has used explanatory research design to critically evaluate the available information and used mixed research methodology in order to triangulate the data's.

As the organization is a federal institution it is located at the capital city of a Nation, Addis Ababa. It does not open any branch so far. The target population was the 128 employees and which were includes different level managers who are working in the organization when the study conducted. The study has been conducted for one year long from its preliminary assessment to the ending.

## **1.7. Definition of Term**

**Organizational structure:** -Organizational structure is the framework of the relations on jobs, systems, operating process, people and groups making efforts to achieve the goals. Organizational structure is a set of methods dividing the task to determined duties and coordinates them. Hold and Antony (1991)

**Organizational performance:** - organizational Performance is defined as the extent to which a company, as a social system with certain resources, is able to fulfill its goals without being obliged to incapacitate its resources and means or putting excessive strain on its employees.

## **1.8. Organization of the Study**

The research approach comprises five chapters, which include the following; Chapter One (Introduction: This chapter contains background of the study, statement of the problem, basic research questions, objective of the study, hypothesis, definition of terms, significance of the study, and scope of the study), Chapter Two (Review of Related Literature: This chapter deals with the literature relevant to the study), Chapter Three (Methods of the Study: This chapter does describe the type and design of the study, the subjects/participant of the study, the sources of data, the data collection tools/instruments employed, the procedures of data collection, and the methods of data analysis used), Chapter Four (Results and Discussions: This chapter does summarize the results/findings of the study, and interpret and discuss the findings), and Chapter five (Conclusions and Recommendations: This chapter comprises four sections, which include summary of findings, conclusions, limitations of the study and recommendations.

## **CHAPTER TWO: REVIEW OF RELATED LITERATURE**

### **2.1 Theoretical Review**

In this section, it is intended to outline a few influential theories related to the subject matter and thus provide a background for a better understanding of the mechanism through which structure affects performance.

#### **2.1.2 What is Organization?**

Organization is a collection of individuals working together to achieve a specific goal. Scholars define organization as; Daniel. R and Carol A define organization as a system of roles and stream of activities designed to accomplished the shared purpose. The Phase system of roles describes the structure of an organization; steam of activities refers to organizational process (Daniel and Carol, 1984, p7).

Organizations are social units (or human groupings) deliberately constructed and restructured to seek specific goals (Etzioni and Scotts, 1964, p3).

Organizations are defined as collectivities . . . that have been established for the pursuit of relatively specific objectives on a more or less continuous basis. It should be clear . . . however, that organizations have distinctive features other than goal specificity and continuity. This includes relatively fixed boundaries, a normative order, authority ranks, a communication system, and an incentive system which enables various types of participants to work together in the pursuit of common goals (Scotts, 1964 p, 488).

#### **2.1.3 Types of organization**

Organizations can be classified in terms of ownership, that is private owned and public own companies or organizations.

The most common form of typology what have been labeled the traditional, folk, commonsense typologies (Warriner, 1980). Thus, organization can be classified as profit and non-profit making organizations. Another form of commonsense typology would be classifying organizations by their societal “sector”---educational, agricultural, health and medical and so on. Like the profit-nonprofits distinction, such classifications can obscure

more than they illuminate, since such typologies contain dimensions that overlap in unpredictable ways (Warriner, 1980).

The Pugh, Hickson, and Hining, 1969 classification effort is an attempt type organization according to important structural characteristics. It is also empirically based and uses the following structural dimension: (1) the structuring of activities, or the degree of standardization of routines, formalization of procedures, specialization of roles, and stipulation of specific behavior by the organization. (2) the concentration of authority, or the centralization of authority at the upper levels of the hierarchy and controlling units outside the organization. (3) the line control of workflow, or the degree to which control is exercised by line personnel rather than through impersonal procedures (Pugh, Hickson, and Hining, 1969).

#### **2.1.4 Organizational Dimensions**

Organizational dimensions fall into two types: structural and contextual.

Structural dimensions provide labels to describe the internal characteristics of an organization. They create a basis for measuring and comparing organizations. Contextual dimensions characterize the whole organization, including its size, technology, environment, and goals. They describe the organizational setting that influences and shapes the structural dimensions (Daft, 2010).

Contextual dimensions can be confusing because they represent both the organization and the environment. Contextual dimensions can be envisioned as a set of overlapping elements that underlie an organization's structure and work processes. To understand and evaluate organizations, one must examine both structural and contextual dimensions (Daft 2010).

These dimensions of organization design interact with one another and can be adjusted to accomplish the purposes.

##### **2.1.4.1 Structural Dimensions**

The dimensions/components of the organizational structure; formalization, specialization/task routine/departmentalization, hierarchy/span of control, centralization, professionalism and standardization are discussed as follows:-

1. Formalization pertains to the amount of written documentation in the organization. Documentation includes procedures, job descriptions, regulations, and policy manuals. These written documents describe behavior and activities. Formalization is often measured by simply counting the number of pages of documentation within the organization. Large state universities, for example, tend to be high on formalization because they have several volumes of written rules for such things as registration, dropping and adding classes, student associations, dormitory governance, and financial assistance. A small, family-owned business, in contrast, may have almost no written rules and would be considered informal (Daft, 2010).

Formalization refers to the degree to which jobs within the organization are standardized. If a job is highly formalized, the employee has a minimal amount of discretion over what to do and when and how to do it, resulting in consistent and uniform output. There are explicit job description, lots of organization rules, and clearly defined procedures covering work process. Formalization not only eliminates the possibility of employees engaging in alternative behavior; it removes the need for them to consider alternatives. Conversely, where formalization is low, job behavior are relatively unprogrammed and employees have a great deal of freedom to exercise discretion in their work.

The degree of formalization can vary widely and within organization. In general, research from 94 high-technology Chinese firms indicated that formalization is a detriment to team flexibility in decentralized organization structures, suggesting that formalization does not work as well where duties are inherently interactive, or where there is a need to be flexible and innovative (Robbins and Judge, 2017). Accordingly the study hypothesized that;

**H<sub>1</sub>**. There is a significant and positive relationship between Formalization and organizational performance at CSOA.

2. Task routine or departmentalization/Specialization is the degree to which organizational tasks are subdivided into separate jobs. If specialization is extensive, each employee performs only a narrow range of tasks. If specialization is low, employees perform a wide range of tasks in their jobs. Specialization is sometimes referred to as the division of labor (Daft 2010).

Work specialization, or division of labor, describes the degree to which activities in the organization are divided into separate jobs. The essence of work specialization is to divide a jobs, each completed of work specialization is to divide a job into a number of steps, each completed by a separate individuals. Individuals specialize in doing part of activity rather than the entirety. Specialization is a means of making the most efficient use of employee's skills and even successfully improving them through repetition. Less time is spent changing tasks, putting away tools and equipment from a prior step, and getting ready for another.

Once jobs have been divided through work specialization, they must be grouped so common tasks can be coordinated. The basis by which jobs are grouped is called departmentalization.

One of the most popular ways to group activities is by the *functions* performed. The major advantage of this type of functional departmentalization is efficiencies gained from putting like specialists together. We can also departmentalize jobs by the type of *product or service* the organization produce. The major advantage here is increased accountability for performance because all activities related to a specific product or services are under the direction of a single manager. When a firm is departmentalized on the basis of *geography, or territory*, the sales function, for instance, may have western, southern, Midwestern, and eastern regions each, in effect, a department organized around geography. This form is valuable when an organization's customer are scattered over a large geographic area and have similar needs with their locations.

*Process* departmentalization works for processing customers as well as products. The final category of departmentalization uses the particular type of *customer* the organization seeks to reach. The new departments grouped jobs by traditional functions including engineering, marketing, business development, strategy and research, finance, HR, and legal (Robbins and Judge, 2017, p533). Consequently the study hypothesized that;

**H<sub>1</sub>**. There is a significant and positive relationship between Task Routine and organizational performance at CSOA.

3. Span of control or Hierarchy/chine of command is authority describes who reports to whom and the span of control for each manager. The hierarchy is depicted by the vertical lines on an organization. The hierarchy is related to span of control (the number of employees reporting to a supervisor). When spans of control are narrow, the hierarchy

tends to be tall. When spans of control are wide, the hierarchy of authority will be shorter (Daft 2010).

How many employees can a manager efficiently and effectively direct? The span of control describes the number of level and managers an organization has. All things being equal the wider or larger the span, the fewer levels, the more employees at each level, and the more efficient the organization. Narrow or small span have their advocates. By keeping the span of control to five or six employees, a manager can maintain close control. But narrow span have three major drawbacks. First, they're expensive because they add levels of management. Second, they make vertical communication in the organization more complex. The added levels of hierarchy slow down decision making and can isolate upper management. Third, narrow spans encourage over tight supervision and discourage employee autonomy.

The trend in recent years has been toward wider span of control. They're consistent with firms' efforts to reduce costs, cut overhead, speed decision making, increase flexibility, get closer to customers, and empower employees. However, to ensure performance doesn't suffer because of these wider spans, organizations have been investing heavily in employee training. Managers recognize they can handle a wider span best when employees know their jobs inside and out or can turn to coworkers with questions (Robbins and Judge, 2017). Subsequently the study hypothesized that;

**H<sub>1</sub>**. There is a significant and positive relationship between Span of control and organizational performance at CSOA.

4. Centralization refers to the hierarchical level that has authority to make a decision. When decision making is kept at the top level, the organization is centralized. When decisions are delegated to lower organizational levels, it is decentralized. Examples of organizational decisions that might be centralized or decentralized include purchasing equipment, establishing goals, and choosing suppliers, setting prices, hiring employees, and deciding marketing territories (Daft, 2010).

Centralization refers to the degree to which decision making is concentrated at a single point in the organization. In *centralized* organizations, top managers make all the decisions, and lower-level managers merely carry out their directives. In the organizations at the other extreme, *decentralized* decision making is pushed down to the managers closest to the action

or to workgroups. The concept of centralization includes only formal authority—that is, the rights inherent to a position.

An organization characterized by centralization is different structurally from one that's decentralized. A decentralized organization can act more quickly to solve problems, more people provide input into decisions, and employees are less likely to feel alienated from those who make decisions that affect their work lives. The effects of centralization and decentralization can be predicted: centralized organizations are better for avoiding commission errors (bad choices), while decentralization are better for avoiding omission errors (lost opportunities).

Management efforts to make organizations more flexible and responsible have produced a trend toward decentralized decision making by lower-level managers, who are closer to the action and typically have more detailed knowledge about problems than top management. Concerning creativity, research investigating a large number of Finnish organizations demonstrated that companies with decentralized research and development (R&D) offices in multiple locations were better at producing innovation than companies that centralized all R&D in a single office.

Decentralization is often necessary for companies with offshore sites because localized decision making is needed to respond to each region's profit opportunities, client base, and specific laws, while centralized oversight is needed to hold regional managers accountable. Failure to successfully balance these priorities can harm not only the organization, but also its relationships with foreign government (Robbins and Judge, 2017). Accordingly the study hypothesized that;

**H<sub>1</sub>.** There is a significant and positive relationship between Decision making and organizational performance at CSOA.

5. Professionalism is the level of formal education and training of employees. Professionalism is considered high when employees require long periods of training to hold jobs in the organization. Professionalism is generally measured as the average number of years of education of employees, which could be as high as twenty in a medical practice and less than ten in a construction company (Daft, 2010).

**H<sub>1</sub>.** There is a significant and positive relationship between Professionalism and organizational performance at CSOA.



6. Standardization! That's the key concept that underlines all bureaucracies. It is the appropriate measurement for the activities conducted in the organization. Consider the bank where you keep your checking account the store where you buy clothes, or the government offices that collect your taxes, enforce health regulations, or provide local fire protection. They all rely on standardized work processes for coordination and control (Robbins and Judge, 2017).

**H<sub>1</sub>**. There is a significant and positive relationship between Standardization and organizational performance at CSOA.

#### **2.1.4.2 Contextual Dimensions**

Size can be measured for the organization as a whole or for specific components, such as a plant or division. Because organizations are social systems, size is typically measured by the number of employees. Other measures such as total sales or total assets also reflect magnitude, but they do not indicate the size of the human part of the system.

(1) Organizational technology refers to the tools, techniques, and actions used to transform inputs into outputs. (2) The environment includes all elements outside the boundary of the organization. Key elements include the industry, government, customers, suppliers, and the financial community. (3) The organization's goals and strategy define the purpose and competitive techniques that set it apart from other organizations. (4) An organization's culture is the underlying set of key values, beliefs, understandings, and norms shared by employees (Daft 2010, p17).

The contextual and structural dimensions discussed here are interdependent. For example, large organization size, a routine technology, and a stable environment all tend to create an organization that has greater formalization, specialization, and centralization.

#### **2.1.5 Structure**

Walton and Thompson define Structure as "the starting point of the organizing which includes roles and positions, hierarchical levels and span of accountability, and a mechanism for problem solving and integration". (Walton, 1985, p.31). Structure is the internal differentiation and patterning of relationship" (Thompson, 1967, p32).

### **2.1.6 Organization structure**

Organizational Structure is difficult to define due to its varying applications by managers and scholars across disciplines. However, a breakdown of the concept based on this context would be of help to us. Thus, a structure in one sense is the arrangement of duties for the work to be done and this is best represented by the organization chart (Jackson and Morgan 1982; Tran and Tian, 2013). The structure is also defined as the architecture of business competence, leadership, talent, functional relationships and arrangement (Wolf, 2002; Tran and Tian, 2013). Furthermore, organizational structure can be defined as how job tasks are formally divided, grouped, and coordinated (Sablynski, 2012; Tran and Tian, 2013). Organization structure indicates an enduring configuration of tasks and activities (Skivington and Daft, 1991; Tran and Tian, 2013). In other words, organizational structure is a set of methods through which, the organization is divided into distinct tasks and then create a harmony between different duties (Mintzberg, 1979; Tran and Tian, 2013).

An organizational structure defines how jobs tasks are formally divided, grouped, and coordinated. Managers should address seven key elements when they design their organization's structure: work specialization, departmentalization, chain of command, span of control, centralization and decentralization, formalization, and boundary spanning. (Stephen and Timothy, 2017. p530)

### **2.1.7 Forms of Organizational structure**

Organizational structure has two main forms that are mechanistic and organic forms.

#### **2.1.7.1 Mechanistic Organizational structure**

Mechanistic organizations 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 structures of organizations, in terms of complexity have few training opportunities for their employees and less job specialty within the organization (Hage, 1965; Robert and Olive, 2013).

There are different characteristics of the mechanistic organizational structure. Lunenburg (2012) lists the following characteristics: mechanistic or bureaucratic organizations; low complexity, high centralization, high formalization, high stratification, low adaptiveness, 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 labor is divided into specific which demonstrates high levels of specialization while communication within the organization 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).

#### **2.1.7.2 Organic Organizational structure**

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). Hage (1965) documents the organic form as being one where individual responsibilities in an organization keep on changing and are frequently redefined with time portraying low levels of formalization. The author also adds that in this structure, communication, control and power are in the form of a network configuration as an authority and decision making is spread throughout the organization thus depicting low centralization.

“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). Courtright, Gail and Rogers (1989) characterize organic forms as involving discussions and explanations within the firm while Nadler and Tushman (1997) describe an organic organization as one whose control systems

are informal and interactions among employees in a firm are common and encouraged (Robert and Olive, 2013). Various authors and researchers such as Courtright et al. (1989) and 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 organization. In this case, delegation and consultation are commonly practiced by employees.

It's agreeable that both these forms exist at some point of an organization's existence. However, it is impractical for an organization to start off as an organic organization 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. It has been 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 organization is established (Robert and Olive, 2013).

There are different characteristics of the organic organizational structure. Lunenburg (2012) lists the following characteristics of organic or professional organizations as high complexity, low centralization, low formalization, low stratification, high adaptiveness, 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 (Hage, 1965; Robert and Olive, 2013). Decision making is delegated to staff members meaning that the mandate to decide on issues affecting the organization 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). Other organization structure variables are centralization, formalization, stratification, complexity, control, standardization, specialization, hierarchy, communication flows, defined tasks and organizational inflexibility. Hage (1965) theory identifies eight key variables: Complexity, centralization, formalization, stratification, adaptiveness, production, efficiency, and job satisfaction (Lunenburg, 2012).

### 2.1.8 Types of organizational structures

Organizational structure is known by various terms and is constantly evolving in response to change in the way work is done. The following are some traditional and contemporary types of organizational structure:-

- **Simple structure:** This is a set of flexible relations and due to limited separation, it has low complexity. The members of such organization can design organization chart with focusing on leaders and there is no need to formality. Considering the duties or management order is done by mutual agreement and coordination and supervision are direct and informal (Jo. hatch, Translated by Danayifard, 2014).

The simple structure has low degree of departmentalization, wide spans of control, authority centralized in a single person, and little formalization. It is a flat organization; it usually has only two or three vertical levels, a loose body of employees, and one individual with decision-making authority. Most company's starts as a simple structure, and many innovative technology-based firms with short lifespans, like cell phone app development firms, remain compact by design.

The strength of the simple structure it lies in its simplicity. It's fast and flexible, and inexpensive to operate, and accountability is clear. One major weakness is that it becomes increasingly inadequate as an organization grows because its low formalization and high centralization tend to create information overload at the top. Decisions making typically becomes slower as the single executive tries to continue doing it all. This proves the undoing of many small businesses. If the structure isn't changed and made more elaborate, the firm often loses momentum and can eventually fail. The simple structure's other weakness is that it's risky—everything depends on one person. An illness at the top can literally halt the organization's information and decision-making capabilities. (Stephen and Timothy, 2017. p538)

- **Functional structure:** The organization with increased complexity is managed based on simple structure. Normally, functional structure is used as a tool to fulfill the increasing needs of separation. This is called function as in this structure; the activities are classified based on logical similarity of work functions. The functions that are created based on dependent duties and shared goals. In functional structure, re-work of activities is limited

and this structure is efficient. The aim of this plan is maximizing saving of specialization scale (Jo. hatch, Translated by Danayifard, 2014).

The functional structure groups employees by their similar specialty, roles, or task. An organization organized into production, making, HR and accounting department is an example. Many large organizations utilize this structure, although this is evolving to allow for quick changes in response to business opportunities. Still, there are advantages, including that the functional structure allows specialists to become experts more easily than if they worked in diversified units. Employees can also be motivated by a clear career path to the top of the organization chart specific to their specialties.

The functional structure works well if the organization is focused on one product or service. Unfortunately it creates rigid, formal communications because the hierarchy dictates the communication protocol. Coordination among many units is a problem and infighting in units and between units can lead to reduced motivation.

- **Multidivisional structure:** In organizational development path, if functional structure is developed, it is turned into multidivisional structure as a tool to reduce the decisions responsibility by top manager. Multidivisional structure is a set of separate functional structures reporting a central centre. Each functional structure is responsible for management of daily operation. The central staffs are responsible for supervision and management of organization relation with environment and strategy.

The divisional structure groups employees into units by product, service, customer or geographical market area. It is highly departmentalized. Sometimes this structure is known by the type of division structure it uses: *product/service organizational structure* (like units for cat food, dog food, and bird food that report to an animal food producer), *customer organizational structure* (like units of outpatient care, inpatient care, and pharmacy that report to hospital administration), or *geographic organizational structure* (like units for Europe, Asia, and Africa that report to coordinate head quarters).

The divisional structure has the opposite benefits and disadvantage of the functional structure. It facilitates coordination in units to achieve on-time completion, budget targets, and development and introduction of new products to market, while addressing the specific

concern of each unit. It provides clear responsibility for all activities related to a product, but with duplication of functions and costs. (Stephen and Timothy, 2017. p540)

➤ Matrix structure: This structure is created with the aim of creating a type of structure composed of functional and multidivisional structures. The aim of matrix structure is combining the efficiency of functional structure with flexibility and sensitivity of multidivisional structure not only based on product logic, customer or geographical region, but also based on functional logic in multidivisional structure. In matrix organization, functional specialized employees work in one or some project teams. This delegation of activities to employees is done via negotiation between functional and project managers and sometimes with the presence of people of teams or potential members (Jo. hatch, Translated by Danayifard, 2014).

The matrix structure combines the functional and product structures, and we find it in advertising agencies, aerospace firms, R&D laboratories, construction companies, hospitals, government agencies, universities, management consulting firms, and entertainment companies. Companies that use matrix-like structure include ABB, Boeing, BMW, IBM, and P& G.

The most obvious structure characteristic of the matrix is that it breaks the unity-of-command concept. Employees in the matrix structure have two bosses: their functional department managers and their product manager. Thus, members in a matrix structure have a dual chain of command: to their functional department and to their product group. A professor of accounting teaching an undergraduate course may report to the director of undergraduate program as well as to the chairperson of the accounting department.

The strength of the matrix is its ability to facilitate coordination when the organization has a number of complex and interdependent activities. Direct and frequent contact between different specialties in the matrix can let information permeate the organization and more quickly reach the people who need it. The matrix reduces “bureaupathologies”—its dual lines of authority limit people’s tendency to protect their territories at the expense of the organization goals. A matrix also achieves economies of scale and facilitates the allocation of specialists by both providing the best resource and ensuring they are efficiently used.

The major disadvantages of the matrix structure lie in the confusion it creates its tendency to foster power struggles, and the stress it place in individuals. For the individuals who desire security and absence from ambiguity, this work climate can be stressful. Reporting to more than one boss introduce role conflict, and unclear expectations introduce role ambiguity, without the unity-of-command concept, ambiguity about who report to whom is significantly increased and often lead to conflict and power struggles between functional and product mangers. (Stephen P and Timothy, 2017. p541)

- Network structure (also sometimes called the virtual or modular structure): The networks are formed when the organizations are faced with rapid changes of technology, short life cycles of product and dispersed and specialized markets. IN a network, required assets are distributed among some network partners as there is no unified organization in a network to generate the products or services and the network producer or supplier. In a network structure, the partners are associated via customer supplier relations and a type of free market system is created. It means that the goods are traded among network partners as in a free market, they are traded (Jo. hatch, Translated by Danayifard, 2014).

Typically a small, core organization that outsources its major business functions. The virtual structure is highly centralized with little or no departmentalization. Virtual structure management outsources all the primary functions of the business. The core of the organization is a small group of executives whose job is to oversee directly any activities done in-hose and to coordinate relationships with organization that manufacture, distribute and perform other crucial functions. The dotted lines represent the relationships typically maintained under contracts. In essence, managers in virtual structure spend most of their time coordinating and controlling external relations.

The major advantage of the virtual structure is its flexibility, which allows individuals with an innovative idea and little money to successfully compete against larger, more established organization. The structure also saves a great deal of money by eliminating permanent office and hierarchical roles.

The drawbacks have become increasingly clear as popularity has grown virtual organizations are in a state of perpetual flux and reorganization, which means roles, goals, and responsibilities are unclear, setting the stage for political behavior. Cultural alignment and shared goals can be lost because of the low degree of interaction among members. Team



members who are geographically dispersed and communicate infrequently find it difficult to share information and knowledge, which can limit innovation and slow response time. Sometimes the consequences of having geographically remote managers can be embarrassing and even financially harmful to the company. Ironically, some virtual organizations are less adaptable and innovative than those with well-established communication and collaboration networks. A leadership presence that reinforces the organization's purpose and facilitates communications is thus especially valuable. (Stephen and Timothy, 2017. p542)

- **Bureaucracy:** Generally, determining criterion, forming, unifying the work methods as called standardization is key concept or foundation of machine bureaucracy. If you're visit banks, chain stores, tax offices, health office, fire fighting, these institutions and offices rely on standardization of methods and work methods for coordination and good supervision (Jo. hatch, Translated by Danayifard, 2014).

The bureaucracy is characterized by highly routine operating tasks achieved through specialization, strictly formalized rules and regulations, tasks grouped into units, centralized authority, narrow span of control, and decision making that follows the chain of command. Bureaucracy incorporates all the strongest degrees of departmentalization described earlier.

Bureaucracy has advantages, primarily the ability to perform standardized activities in a highly efficient manner. Putting like specialties together in units' results in economies of scale, minimum duplication of people and equipment, and common language employees all share. Bureaucracy can get by with less talents—and hence less costly—middle and lower-level managers because rules and regulations substitute for managerial discretion. There is little need for innovative and experienced decision making below the level of senior executives.

The major weakness of a bureaucratic is something we've all witnesses obsessive concern with following rules. When cases don't precisely fit the rules, there is no room for modification. The bureaucracy is efficient only as long as employees confront familiar problems with programmed decision rules. There are two aspects of bureaucracies we should explore: functional and divisional structure. (Stephen and Timothy, 2017. p539)

- The team structure seeks to eliminate the chain of command and replace departments with empowered teams. This structure removes vertical and horizontal boundaries in addition to breaking down external barriers between the company and its customers and suppliers.

By removing vertical boundaries management flattens the hierarchy and minimizes status and rank. Cross-hierarchical items (which include top executives, middle managers, supervisors, and operative employees), participative decision-making practices, and the use of 360-degree performance appraisals (in which peers and others evaluate performance) can be used. As previous discussions Functional departments creates horizontal boundaries between functions, product lines, and units. The way to reduce them is to replace functional departments with cross-functional teams and organize activities around processes. When fully operational the team structure may break down geographic barriers. The team structure provides a solution because it considers geography as more of tactical, logistical issue than a structural one. In short, the goal may be to break down cultural barriers and open opportunities.

Some organizations create team incorporating their employees and their customers or suppliers. (Stephen and Timothy, 2017. p543)

- Hybrid/circular structure: In hybrid structure, one part is dedicated to the type of structure and another part to another type of structure. The reason of formation of hybrid structures is combination of advantages of two structures by designers or the organization is changing. As in hybrid structure, by moving from one section of structure to another structure, the relations basis is changed and hybrid forms can be unclear. On the other hand, hybrid structure enables the organization in which the best and flexible structure is used.

The circular structure has intuitive appeal for creative entrepreneurs, and some small innovative firms have claimed it. However, as in many of the current hybrid approaches, employees are apt to be unclear about whom they report to and who is running the show. We are still likely to see the popularity of the circular structure spread. The concept many have intuitive appeal for spreading a vision of corporate social responsibility (CSR). (Stephen, and Timothy, 2017. p545)

- Why do structures differ: on the above section have described different organizational design options, generally there are two extreme models of organizational design; one we'll call the mechanistic model (A structure characterized by extensive departmentalization, high formalization, a limited information network, and centralization it's generally synonymous with the bureaucracy in that it has highly standardized process for work, high formalization, and more managerial hierarchy). The other extreme is the organic model (A structure that is flat, uses cross-hierarchy and cross-functional teams, has low formalization, possesses a comprehensive information network and relies on participative decision making. It's flat, has fewer formal procedures for making decisions, has multiple decision makers, and favors flexible practice). (Stephen and Timothy, 2017. p545)

### **Decentralization and effective decision making**

Decentralization refers to the degree to which decision making is allowed for lower-level managers. In a decentralized organization, decision making is pushed down to the managers closest to the action. It is the term for pushing decision authority downward to lower level employees (Sablynskis, 2003) and is based on the principle of subsidiarity (Holtmann 2000).

A decentralized organization can act more quickly to solve problems, more people provide input into decisions, and employees are less likely to feel alienated from those who make decisions that affect their work lives (Stephen and Timothy, 2012).

Similar to the views of Stephen and Timothy, research investigating a large number of Finnish organizations demonstrates that companies with decentralized research and development offices in multiple locations were better at producing innovation than companies that centralized all research and development in a single office (Leiponen and Helfat, 2001).

This is due to the fact that employees in all organizations want to work in an environment of trust and respect where they feel they are making a real contribution to organizational goals and objectives (Anderson and Pulich, 2000).

### **Task routine and staff productivity**

Sustaining operational productivity in the completion of repetitive tasks is the key to many organization successes (Bradley and Francesca, 2011). Managers have to identify the best way to assign task over a long period of time. Task routine has both positive and negative impacts on staff productivity. For example, in recently reviewing the impact of specialization and variety on productivity, Bradley and colleague (2011) writes that when a worker completes many tasks during a day, specialization helps the worker quickly complete the focal task (Newell and Rosenbloom, 1981; Argote, 1999) and limits costly changeovers (Cellier and Eyrolle, 1992; Schultz, McClain and Thomas, 2003). They went further and pointed out that; although limiting variety during a day may lead to improved performance the opposite may be true over many days.

### **Narrow span of control and organizational efficiency**

An organization characterized by narrow span of control has its managers at each level controlling few subordinates. Gittell (2001) posits that by keeping the span of control to five or six employees, a manager can maintain close control of employees. Also Hendericks (2001) commenting on the impact of narrowing span of control, writes that a reduction of span of control from 1:18 to 1:6 was found to increase productivity and profit in the company.

However, Robbins and Timothy (2012) believe that all things being equal, the wider or larger the span, the more efficient the organization. They went further by pointing out that narrow spans have three major drawbacks. First, they are expensive because they add levels of management. Second, they make vertical communication in the organization more complex. The added levels of hierarchy slow down decision making and tend to isolate upper management. Third, narrow spans encourage overly tight supervision and discourage employee autonomy.

Meier and Bohte (2000) offer the general theory on the functional form of relationship between the span of control and the performance of organizations. They propose a multi-dimensional model in which initial increases in span of control produce increases in organizational performance, though at a decreasing rate of return. Increasing spans of control, according to Meier and Bohte, allow for greater specialization, enhancing efficiency and

performance. To them, a higher manager/employee ratio reduces the manager's ability to control, communicate and coordinate leading to a decrease in performance at an increasing rate.

Narrow Vs wide spans of control; wide span of control are the default in many organizational setting because such designs maximize resource flow to supervisory tasks. In other words, wide span of control are desirable from an efficiency stand point but Meier and Bohte conclude from their finding was that narrow span of control preferable than wide span of control. Theoretical speculations based on their findings suggest that both Gulick and Simon (theories they were consider as a reference on their study) were right, and also wrong. Simon is correct that there was no single correct span of control; it varies at different level of the organization and in different organizations Gulick is also correct that smaller spans of control are better when the superior has information and skills advantages over the subordinates. Small span of control facilitate the monitoring and teaching process. So their study found that four different measures of span of control were related to performance. The impact of span of control was not large in comparison to other factors and span of control did have statistically significant impact on performance.

They also propose that different spans of control can exist within one organization depending on the goal being pursued in each department of the organization.

### **2.1.9 Organizational Performance and Its relation with Structure**

The concept of organizational performance is very common in the academic literature; its definition is difficult because of its many meanings. For this reason, there isn't a universally accepted definition of this concept (Gavrea, Ilieş, Stegorean, 2011). Generally, the concept of organizational performance is based on the idea that an organization is the voluntary association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose (Alchian and Demsetz, 1972; Barney, 2001; Jensen and Meckling, 1976; Simon, 1976).

The relationship between structure and performance, however, is more tenuous and is mediated by many other organizational constructs (Teixeira, et al., 2012). Tolbert and Hall (2009) discussed formal organizational structures under three dimensions: centralization, formalization and complexity. These studies considered the dimensions proposed by Daft et

al. (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 et al. (2010) considered as a hierarchy of authority, Tolbert and Hall (2009) covered under centralization and; what Daft et al. (2010) considered as professionalism, Tolbert and Hall (2009) covered under formalization. Again, what Daft et al. (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 which we will be discussed and utilized in research.

#### **2.1.10 The organizational structure on its effectiveness**

Organizational effectiveness is a complex concept because there are a number of approaches to explaining what it means. Various organizational theories are structured based on the different conditions and organizational factors while effectiveness is one of the most used criteria (Baker, Reising, Johnson, Stewart, and Day, 1997; Ajila, 2006; Esra and Ozgur, 2014).

The effectiveness of an organization can be evaluated using four components which are resource acquisitions, efficiency, goal attainment and customer satisfaction (Kushner and Poole, 1996; Esra and Ozgur, 2014).

Organizational structure has an important part in determining organizational effectiveness, and practices of organizational structure are context specific (Zheng et al., 2010).

A successful organizational structure facilitates managerial issues, provides great potential for improving organization's competitive power, innovation capability and labor force relations while lowering expenses (Esra and Ozgur, 2014).

Organizational effectiveness helps to assess the progress towards mission fulfillment and goal achievement. To improve organizational effectiveness management should strive for better communication, interaction, leadership, direction, adaptability and positive environment (Heilman and Kennedy- Philips, 2011; Ilona and Evelina, 2013). The ideal organizational structure is a recipe for superior performance (Mansoor et al., 2012; Awino, 2015).

The main feature of new organizational structures is the flexibility and the ability to acclimatize to the changing environment (Lenz, 1980; Awino, 2015). Nwachukwu (2012) in her study she found that the structure of an organization increases the effectiveness of the employees, bringing about the increase in productivity of the organization. Organizational growth will be gauged by how well a firm does relative to the goals it has set for itself.

The outcomes of structural arrangements, processes are designed to contribute to organizational effectiveness. Unfortunately, like many organizations, organizational effectiveness itself is highly complex.

There are several competing models of effectiveness in the literature that have served as the bases for analyses of effectiveness.

### **Models of Organizational Effectiveness**

Four models of organizational effectiveness (System-resource Model, Goal Model, Participant-Satisfactory Model and Contradiction Model) were reviewed for the purpose of the study and explained as follows:-

- The System-resource Model: - is the first effectiveness model to be examined. This model was developed by Yuchtman and Seashore (1967; Seashore and Yuchtman, 1967), who begin by noting by that variables concerning organizational effectiveness could be ordered into hierarchy. At the top of the hierarchy is some ultimate criterion that can only be assessed over time.

Seashore and Yuchtman conclude their findings lead to definition of effectiveness of an organization as the *“ability to exploit its environment in the acquisition of scarce and valued resource to sustain its functioning”* also they conclude that resource acquisition must be viewed as relative to capacity of the environment. Some organizations operate in rich environments; others act in poorer ones. They also note that their definition stresses the ability to utilize the environment rather than maximum utilization of the environment, since maximum utilization could lead to the total depletion of resource.

- The Goal Model: - the goal model of effectiveness is both simple and complex. In the simple version, effectiveness has been defined as the “degree to which [an

organization] realize its goals “(Etzioni, 1964: p.8). The model becomes complex as soon as it is realized that most organizations have multiple and frequently conflicting goals. Structure differentiation in an organization is related to goal diversity and goal incompatibility (Kochan, Cummings, and Huber, 1976).

Since most organizations do exhibit structural diversity, such as multiplicity and incompatibility can almost be taken for granted in most organizations. This makes the goal model difficult to use but does not automatically destroy its unity. Thus, the analysis has suggested that organizations have multiple goals, which may be contradictory and which may also shift. So turn to consolidate of how goals can be used in analyzing effectiveness.

- Participant-Satisfactory Model: - the emphasis in these models is not satisfaction as immoral or some other psychological state of individual. This is frequently a component of the goal model, seeing morale as just one of several goals. Rather, In these models the emphasis is on individual or group judgments about the quality of the organization.

Barnard (1938) set the tone for participant-satisfaction model with his analysis of organizations as cooperative, incentive-distributing devices. “Individuals contributed their activities to organization in return for incentives, the contribution of each in the pursuit of his particularistic ends being a contribution to the satisfaction of the end of others. Barnard regarded the motives of the individual participating in the organization as the crucial determinant. Only if these were satisfied, could the organization continue to operate “(Georgiou 1973; p. 300). Organizational success was not viewed as the achievement of goals but rather as survival through the ability to gain enough contributions from the members by providing sufficient reward or incentives.

- The Contradiction Model: - there is growing evidence that most organizational analysis are now realized that effectiveness is a truly multifaceted phenomenon. Research on colleges and universities found that effectiveness is a “multidomain” phenomenon and concludes: Effectiveness in one domain is not necessary related to effectiveness in another domain. For example, maximizing the satisfaction and growth of individuals in an organization...may be negatively related to high level of subunit output and coordination...Specifically, publishing a large number of research report may be a goal indicating a high level of effectiveness to faculty members (on an



individual level) while indicating low effectiveness at the sub units or organizational level.

So that this model suggested four issues to address:-

1. Organizations face multiple and conflicting environmental constraints
2. Organizations have multiple and conflicting goals
3. Organizations have multiple and conflicting internal and external constituencies
4. Organizations have multiple and conflicting time frame

Therefore one should consider contradictions in environmental constraints, goals, constituencies, and time. These are the realities constructed in and for all organizations. They are the basis for judgment and action. They lead to conclusion that no organization is effective. Rather organizations can be viewed as effective (or ineffective) to some degree in specific constraints, goals, constituents, and time frames. (Richard, 2001)

## **2.2 The Empirical frame work**

There were researches conducted by scholars with the purpose of studying the effect of organizational structure to the organizational performance. From those of researches conducted on the area, for the purpose of these study the research conducted by Nwonu and Obi (2017) to examine the effect of organizational structure on the organizational performance of selected manufacturing companies in Enugu state, Nigeria was considered as a reference. Arising from there result finding, there study conclude that the organizational structure in the studied companies affects organizational performance except in its growth objectives.

## **2.3. The concept of organizational structure**

The structure of an organization can be defined simply as the total of the ways in which its labor is divided into distinct tasks and then its coordination and integration is achieved among those tasks (Bernd Venohr 2007). It is the map of relationships that lets the firm orchestrate specialized experts (Thompson, 1967), and provides the basic foundation within which an organization functions (Mohammed and Saleh, 2013).

Organizational structure deals with the formal system of task and reporting relationships that control coordinates, and motivates employees so that they cooperate to achieve an organization's goals (Underdown, 2012; Tran and Tian, 2013). It consists of job positions, their relationships to each other and accountabilities for the process and sub-process deliverables (Andrews, 2012; Tran and Tian, 2013).

Organizational structures are discussed in the extant literature with reference to two key factors; formalization and centralization (Bucic and Gudergan, 2004; Awino, 2015). Organizational structure includes the nature of layers of hierarchy, centralization of authority, and horizontal integration. It is a multi-dimensional construct in which concerns: work division especially roles or responsibility including specialization, differentiation or departmentalization, centralization or decentralization, complexity; and communication or coordination mechanisms including standardization, formalization and flexibility.

Organizational structure directs the competence of work, the enthusiasm of employees and coordination among the top management and subordinates for a flow of plans and goals in the organization to sketch the future plans (Herath, 2007; Tran and Tian, 2013). Organizational structure is a way responsibility and power are allocated, and work procedures are carried out, among organizational members (Ruekert, et al., 1985; Walton, 1985; Blau, 1970; Dewar and Werbel, 1979; Germain, 1996; Gerwin and Kolodny, 1992; Zheng, Yang and Mclean, 2010; Tran and Tian, 2013).

The most important components of the organizational structure include formalization, centralization, and control (Zheng, Yang and Mclean, 2010; Tran and Tian, 2013). Organization 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 (Chandler, 1962; Channon, 1971; Teixeira, et al., 2012).

Organizational structure institutionalizes how people interact with each other, how communication flows, and how power relationships are defined (Hall, 1987). It reflects the value-based choices made by the company (Quinn, 1988); it refers to how job tasks are

formally divided, grouped, and coordinated and can provide the link between social and psychological sub- systems (Rezayian, 2007).

Organizational structure is the way or methods by which organizational activities are divided, organized and harmonized. Organizations produce structures to harmonize work factors and control employees' duties. Organizational structure is the determinant of formal relations and shows the levels available in administration hierarchy and specifies the span control of managers. Organizational structure is the dominant relations of works, systems and operational processes, individuals and groups who try to achieve a common goal (Barney & Griffin, 1992). Structure shows those who are responsible for supervision and introduce managers to the employees to whom they have to obey. The other application of structure for organizations is assistance to facilitation of information flow (Arnold & Feldman, 1986). Therefore, organizational structure is the process of determining relations, individuals' responsibility, accountability and power and specifies the way of doing works for effective use of human resources needed for organizational goal achievement (Liao and et al, 2011; Willem and Buelensa, 2009). Knowing and investigating the organizational structure factors is the start of using organizational resources and benefits, empowerment of identifying opportunities, provision of new combinations of available resources and ultimately levelling the ground for organizational development.

- Centralization

Hage (1980) defines centralization in line with the participation of individuals in decision making. Researchers express that those public institutions looking for better distribution of performance must pay attention to organizational structure and shift their attention from centralized systems to non-centralized ones to facilitate the higher levels of opinions and votes (Caruana et al., 2002). The centralization dimension is the determinant of individuals having the right of decision making in organization (Fry & Slocum, 1984).

- Complexity

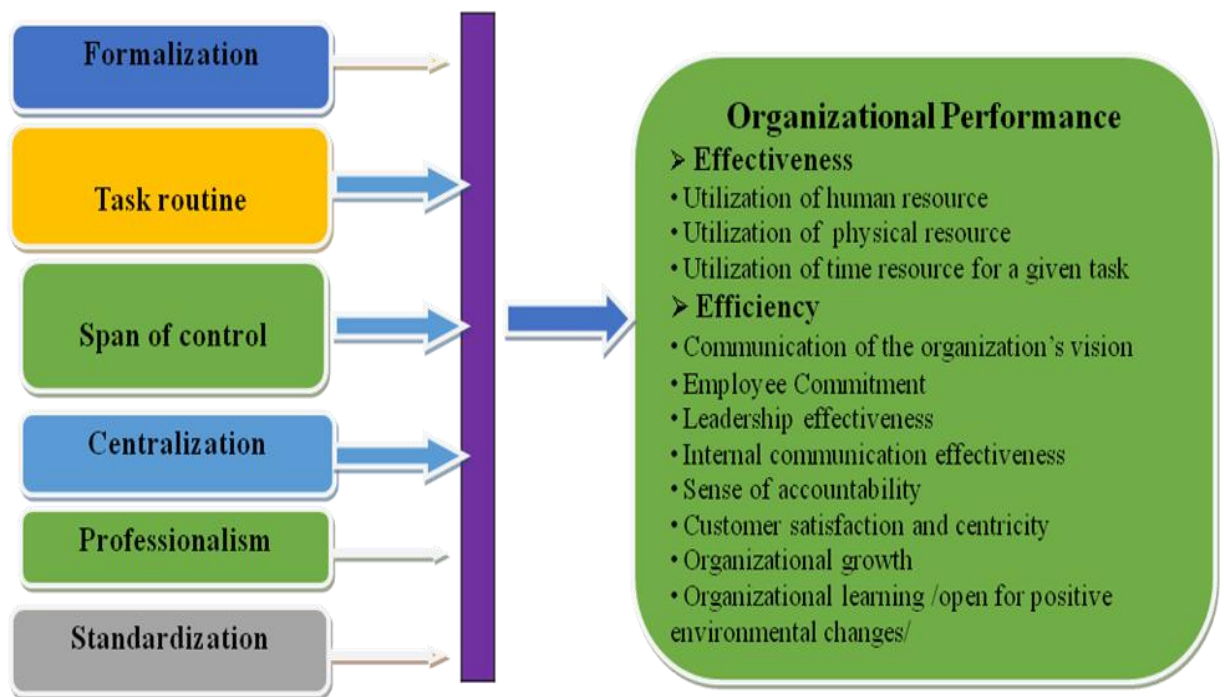
Hage (1980) introduced the characteristics of organizational structure and said that the degrees of these characteristics are different in various organizations. This contributed to a long pace on the route of investigation of organization format. Complexity means the number of tasks or sub-systems in an organization.

- Formality

Formality points to the standard level of organizational jobs. In a formal organization, organizational relations are explained for employees in written and based on organizational chart and, if necessary, the next changes are presented by manager formally; but in an informal organization, organizational relations are illustrated verbally for employees, and if necessary, are changed naturally.

March and Simon (1958) expressed a more behavioral view by defining organizational structure as; the pattern of relationship and behaviors that change slowly and thus provide clarity and stability. Similarly, Ranson (1980) posits that structure is a complex medium of control, the framework of rules, roles, and authority relations that seeks to facilitate prescribed purposes by differentially enabling certain kinds of conduct, conferring support for forms of commitment and obligating those who reject the claims entailed by the framework. It is the formal system of task and reporting relationships that controls, coordinates, and motivates employees so that they cooperate to achieve on organization's goals (Underdown, 2003).

**Figure 1 Shows the Theoretical Framework of the Study**



Source; Compiled by the researcher, 2019

## **CHAPTER THREE: RESEARCH METHODOLOGY**

This chapter discusses the processes and technique used in carrying out the study. It also gives a description of the respondents' information on the study population, the number of respondents and how they were selected. It also provides an outline of research design and the instrument for the data collection. The methods adopted in the administration of the research instrument, data collection procedure, data analysis and measures used to ensure validity and reliability of the instrument used.

### **3.1. Research Paradigm, Philosophy and Approach**

There are four paradigms (world view) about knowledge claims, particularly in social sciences/business research: Post-positivism; Constructivism/interpretive; Advocacy/emancipator; and Pragmatism paradigm/ pluralistic approach. From the four paradigms the research was conducted by positivism/post-positivism in order to reflecting a need to examine causes that influence outcomes. The knowledge that develops through a post-positivist lens is based on careful observation and measurement of the objective reality that exists "out there" in the world.

This study was followed sequential mixed research strategy which is generally associated with positivism, especially since it will be used with predetermined and structured data collection techniques under this study.

Also mixed methods approach is one in which the researcher tends to base knowledge claims on pragmatic grounds (e.g., consequence-oriented, problem-centered, and pluralistic). It employs strategies of inquiry that involve collecting data either simultaneously or sequentially to best understand research problems. In addition it is the research design with philosophical assumptions (goes with pragmatism) as well as methods of inquiry.

This approach has the advantage of enabling triangulation, which involves the following four possibilities: The use of a variety of data sources (data triangulation). It uses for several different researchers (investigator triangulation), multiple perspectives to interpret the results (theory triangulation) and used to multiple methods to study a research problem (methodological triangulation).

However, a distinction needs to be drawn about the attributes of people, organization or other things and data based on opinions, sometimes referred to as ‘qualitative’ numbers. Quantitative research examines relationships between variables, which are measured numerically and analyzed using a range of statistical and graphical technique. It often incorporate controls to ensure the validity of data, as in an experimental design. Because data are collected in a standard manner, it is important to ensure that questions are expressed clearly so they are understood in the same way by each participant.

Thus, the study used explanatory sequential approach as a design in mixed method that involves a two-phase in which the researcher collects quantitative and qualitative data to gain reach data in the first phase, analyzes the results, and then used the results to plan (or build on to) the second, qualitative phase. The qualitative results typically transform the type of participants to be purposefully selected for the qualitative phase and the type of questions that was asked to the participants. The overall intent of this design was to have the qualitative and quantitative data help explain in more detail the initial quantitative results. A typical procedure were involve on collecting survey and semi-structure interview data’s in the first phase, analyzing the data, and then follow up with qualitative and quantitative interpretation to help explain the response. Consequently, a cross-sectional research was applied since this enable the researcher to compare two or more groups once and represent at snapshot of one point in time.

### **3.2. Research Design**

Research design is a model or an action plan upon which the entire study is built. It dictates the manner in which a study is conducted and provides the road map of a study in terms of the sample, data collection instruments and analysis procedure. *It dictates the procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis (Cresswell, 2009).*

The study used a casual research design since casual studies helps the researcher to seek to discover the effect that a variable (s) has on another (or other) or why certain outcomes are obtained furthermore the concept of causality is grounded in the logic of hypothesis testing, which, in turn, produces inductive conclusions though such conclusions are probabilistic and thus can never be demonstrated with certainty (Cooper, 2014).

### **3.3. Research Methods**

The research method of the study includes the target population of the study, data collection technique and procedure and method of data analysis.

#### **3.3.1. Target population**

The study was conducted on complete enumeration of all items that the researcher has considers as a population that was Census inquiry. There is no clear define population enumerator for census data inquiry in the literatures but the enumerations defined depending up on the research objective of the study and types of instruments distributed to collect data. With that consideration as the instruments distribute to collect the data has some conceptual and technical (direct involvement with the issue) knowledge at some level was required, the researcher were set criteria to distribute the questioners for the respondent that have educational background at least have a diploma level and employee that has a minimum of one year work experience at CSOA. Which was form the total 170 employees, 42 employees that have educational background under diploma level were excluded because from those (42) employees 4 of them are guards, 10 janitors, 6 messengers, 14 are drivers and the rest 8 employees are employees that have less than one year work experience at CSOA. The 128 employees were taken as a total enumeration/ total population for the study to achieve the research objective. From 128 of the respondents 4 of them are diploma holders, 109 are first degree holders and 15 of the respondents are second degree/masters holders.

For the easily availability of the primary data and cost saving advantage, 128 employees were used as census data to analyze because of the complete representativeness of the population.

#### **3.3.2. Data collection technique and procedure**

Data collection is the process of gathering and measuring information on variables on interest form Primary data (questioner and interview) and secondary data (publications, journals, presentations and online dates'). In an established systematic fashion that enables one to answer the stated research questions, test hypothesis, and evaluate outcomes. A survey questionnaire is from study of Armstrong (2007) (self-administered and emailed questioner) to obtain primary data that enables the researcher to measure the relevant construct in a quantitative manner though the use of statistical technique (correlation and t tests) to analyze the respondents level of argument or disagreement in the difference between the variable

employed (Creswell, 2014) and the study used survey questioner type of a five point Likert scale to measure the variables employed to obtain quantitative data. The questioner has three parts; the first part of the questioner has 5 questions to know respondents demographic information (gender, age, and Academic qualification, direct job experience in on their position and work duration in the organization). The second part of the questioner was measures the relevant construct of interest to the study that includes series of 37 statement that cover (formalization, span of control, task routine, professionalism, standardization, and decision making) and The third part of the questioner was measures the relevant construct of interest to the study that includes series of 26 statement that cover organization performance (efficiency and effectiveness) to measure the employees perception related to organizational structure dimensions and organizational performance level. The constructs are measured on a five point Likert-type scale ranging from 1 (strongly agree) to 5 (strongly disagree).

For accurate measurement type to measure change/accuracy of data and to get a clear and apparent focuses the study has not use the ratio data level of measurement, but it has used Nominal for categorical data measurement of gender and age, Ordinal for categorical data measurement of employee perspective or understanding about the predictors/variables of organizational structure and interval scale to measure the effect of organizational structure (independent variables) on organizational performance (dependent variables) at CSOA.

The research uses qualitative data instrument that is interview. Interviewing key informants helps to get reach data and to achieve the study objective. Semi-structured interview data collection instrument was used. Simi-structure interview is more flexible than structured interview because it gives more freedom for respondents to describe their perceptions on the issue and it is helpful for the researcher to analyze data's form different perspectives.

The interviewees were employees at different level of positions, the two top directors (Executive director general and deputy executive director general) of the Agency, five middle level managers (three from the core directorate and two from support directorate) of the directorate directors, six lower level managers (four team leaders from the core and two from support) directorates and seven experts (five form core directorate and two from support directorate), total twenty respondents/informants were involved on the interview.



### **3.4. Reliability and Validity**

Testing the reliability and validity of the data is strongly recommended before proceeding to data analysis so that the tests are presented as follows:-

#### **3.4.1. Reliability Analysis**

There were six dimensions and 37 items of organizational structure dimensions and 26 items of organizational performance on the study. Exploratory factor analyses and measure of internal consistency (Cronbach's alpha) are used for each a priori dimension.

Reliability analysis measures the internal consistency of a group of items. This is frequently used in questioner or cohesion of the items that comprise each scale. Cronbach's Alpha coefficient ( $\alpha$ ) is the most frequently used index of reliability, although other indices are also (e.g., split-half reliability). Alpha coefficients reflect the average correlation among the items that constitute a scale. Scales with 0.70 Alpha coefficients and above are considered acceptable. Low alphas indicate poor internal consistency of a scale, because the item that make up the scale are poor related to each other, (SPSS ver. 20 manual).

Based on this, reliability analysis was performed to make sure that questionnaires used to measure the internal consistency of organizational structure dimension (Task routine, formalization, professionalism, standardization, span of control and decision making) and organizational performance (effectiveness and efficiency) was used in a useful way.

To measure the internal consistency among the items included in each of the scale, cronbach's coefficient alpha is estimated. Higher Alpha coefficients higher scale reliability. Reliability analysis allows study the properties of measurement scales and the item that make them up. The Reliability analysis procedure calculates a number of commonly used measures of scale reliability and also provides information about the relationship between individual items in the scale. Intra-class correlation coefficients can be used to compute inter-rater reliability estimates. Based on this, reliability analysis were performed to make sure that weather questionnaires used to measure structural factors affecting organizational performance at CSOA worthily reliable or not.

**Table 3.1 Reliability test of the Organizational structure dimensions (Cronbach's Alpha)**

	No_of items	Cronbach's Alpha	Over all Cronbach's Alpha
Task Routine	6	.772	
Formalization	5	.768	
Professionalism	6	.797	
Standardization	3	.792	
Span of control	7	.821	
Decision making	10	.798	
<b>Over all Cronbach's Alpha</b>	<b>37</b>	<b>.789</b>	

*Source: researcher's own compilation of Survey data, 2019*

The cronbach alpha values range from 0 to 1 with values above 0.7 generally considered a good indicator of an internally consistent (reliable) scale (Nunnaly, 1978, p. 245). The results presented in table 3.2 above indicate that the cronbach alpha value calculated for the data in the study range from .768 to .821. Thus it was established that the scale used in this study were highly reliable.

### **3.4.2. Validity Analysis**

Primarily, (Keiser-Meyer-Olkin) and Bartlett's test of sphericity can be used to examine assumptions relating to the appropriateness of the factor analysis. Accordingly the *KM* is used in the study to measure the sampling adequacy and examines the degree of correlation among the questionnaire items. Values above .60 are considered acceptable. Therefore the result 0.728 tells us the factor analysis was most useful in this study.

**Table 3.2. Validity Test  
KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.728
Bartlett's Test of Sphericity	Approx. Chi-Square	349.492
	Df	21
	Sig.	.000

*Source: researcher's own compilation of Survey data, 2019*

Barlett's test of sphericity test the hypothesis that correlation matrix is an identity matrix, which would indicate that the study variables are unrelated and therefore unsuitable for structure detection. Small values (less than 0.05) of the significance level indicate that a factor analysis may be useful within the study data this us that for this study factor analysis is very important since the significance is less than 0.05 (i.e. 0.000) in addition, factor analysis depends on Eigen value is determining the number of factors. Only factors with Eigen value greater than 1 are kept in the model Eigen value represents the varying element explained by factors (SPSS version 20 manual).

### **3.5. Methods of data Analysis**

Data analysis was carried out by using the statistical package for social science (SPSS) version 20 and thematic analysis technique for the interview. The study was focus on the dimensions of independent variable (task routine, formalization, professionalism, standardization, span of control and decision making) to influence organizational performance which is dependent variables which will be measured in five pint likert scale and three interview questions.

The method of statistical analysis include descriptive statistics (percentage, frequency, mean and standard deviation) which were used to analyze the demographic related information, perception of respondents' on organizational structure and organizational performance. And also conduct inferential statistics (correlation and regression) to measure the relation between the variables, and then step-wise regression was used in relation to analysis of the impact of structure on organizational performance. The crobach's coefficient alpha was used to ensure internal consistency among the items included in each of the scale was estimated and to

examine assumptions relating to the appropriateness of the factor analysis *KMO* and *Bartlett's Test* were conducted.

For analyzing the semi-structure interview the thematic analysis method was used. “There is no single right way to perform qualitative data analysis and the method you choose primarily depends on the actual purpose of your study” (Ditte, 2016). The thematic analysis is serving as to identify patterns of themes in the interview data. One of the advantages of the thematic analysis is that it's flexible method which a researcher can use for explanatory studies, where the researcher know exactly what they are interesting, instead of the other two of narrative analysis and computer software interview data analysis. And the six basic steps (familiarization, generate initial codes, search for themes, review themes, define themes and producing the report) of thematic analysis was respectively and appropriately followed by the researcher. So here, the most important thing was on analysis was that the researcher respect the data and try to represent the interviewers as honest as possible.

### **3.6. Ethical Considerations**

Before the research was conducted on the selected organization, the researcher was inform the participants of the study about the objectives of the study, and was consciously consider ethical issues in seeking consent, avoiding deception, maintaining confidentiality, respecting the privacy, and protecting the anonymity of all respondents/interviewees. A researcher consider these application of corporate governance principles, the case CSOA points because the law of ethics on research condemns conducting a research without the consensus of the respondents for the above listed reasons.

## CHAPTER FOUR: RESULTS AND DISCUSSIONS

### 4.1 Introduction

This segment present and analyses selected explanatory, correlation and regression statistics in respect of the variable in the study. Thus, both qualitative and quantitative methods of data analysis were employed in analysis the data generated through the questioner and interview using statistical package for social science (SPSS 20) and thematic interview data analysis techniques. The Parametric test instruments were bivariate (correlation) and multiple linear regressions to address the objective of the study. The aim of the test was to draw certain conclusion which invariably establishes a relationship of effect of organizational structure on organizational performance in the organization studied.

### 4.2 Description of Data Administered

**Table 4.3: Questioner distributed, Returned, and not returned**

C	Q.D	P.D (%)	Q.R	P.R (%)	Q.N.R	Respondents Profile
Junior level staffs	78	60.9%	78	60.9%	0	0%
Middle level staffs	17	13.3%	17	13.3%	0	0%
Senior level staffs	33	25.8%	33	25.8%	0	0%
Total	128	100%	128	100%	0	0%

*Source: Field Survey, 2019*

Category (C), Questioner Distributed (Q.D), Percentage Distributed (P.D), Questioner Returned (Q.R), Percentage Returned (P.R), Questioner Not Returned (Q.N.R)

Table 4.3 shows that a total number of one hundred and twenty-eight (128) copies of questioner were administered by the researcher with two trained data collectors handling all the data collection process in the organization. Out of the 128 copies of questioner sent out all distributed questioners were aggressively collected so that all 128 copies were completed and returned giving a full response rate 100% there is no none response rate 0%. Another relevant breakdown regarding number and percentage of response on the categories can be found on the table.

#### 4.4 Background Characteristics of the Respondents

**Table 4.5: Demographic Profile of the Respondents**

<b>Gender Distribution of the respondents</b>					
Option	Junior level staffs	Middle level staffs	Senior level staffs	Total	Respondents Profile
Male	59	15	25	99	77.3%
Female	19	2	8	29	22.7%
Total	78	17	33	128	100%
<b>Academic Qualification of the Respondent</b>					
Option	Junior level staffs (1-4 year)	Middle level staffs (5-7 year)	Senior level staffs (8 and above year)	Total (N)	Respondents Profile
Diploma	3	0	1	4	3.1%
BA Degree	75	17	17	109	85.2%
MA/BSC	0	0	15	15	11.7%
PhD	0	0	0	0	0%
Total	78	17	33	128	100%

*Source: Field Survey, 2019*

Analysis of sex distribution was not directly related to the objective of the study. However, results emanating from the analysis have among others shed light to gender composition of the institution in the study as presented in Table 4.5 above where 99 employees representing (77.3%) of respondents are male while 29 of the respondents representing (22.7%) are female. This shows that the ratios of male respondent to female respondent are greater. The implication of the result of this is that the institution were dominated by males and that have greater chance of being recruited for employment than female.

The academic qualification of the respondents was studied in order to uncover their literacy level. The result of the analysis is shown in table 4.5 above reveals that 4 (3.1%) of the respondents are Diploma holders, 109 (85.2) of the respondents are Bachelor Degree holders, 15 (11.7%) of the respondents are Masters Degree holders and none of the respondents hold PhD. This shows that majority of the respondents are graduate. The implication is that the organization studied through was employees have a reasonable level of education, fair specialization and are well informed to give reliable responses.

#### **4.6. Data Presentation and Analysis**

In presenting and analyzing the data, the scale and decision rule stated below applied. The scale is as follows: 1. Strongly Agree (SA), 2. Agree (A), 3. Neutral (N), 4. Disagree (D), and, 5. Strongly Disagree (SD)

**Decision Rule:** The mean value was taken as the main decider to make decision for the descriptive analysis. If mean  $\leq 3$ , the respondents are in agreement: If mean is  $> 3$ , the respondents are not in agreement. From 128 respondents there were 4 diploma holders, 109 degree holders, and 15 master's holders and there was no PhD holder in the organization till the study was conducted.

#### **4.7. Descriptive Statistics**

The research questions, analysis of the respondent's response of perception on organizational structure and level of organizational performance frequency and percentage, mean and standard deviation were calculated as follows:-

#### 4.8. Perception of Respondents on Organizational Structure dimensions of CSOA

**Table 4.9: Perception of respondents on Task routine**

Items	SA	A	N	D	SD	Mean	Std. deviation	Total
Staffs at CSOA are highly specialized	2 1.6%	30 23.4%	47 36.7%	47 36.7%	2 1.6%	3.1328	.84528	128
Staffs at CSOA are low specialized	2 1.6%	49 38.3%	19 14.8%	49 38.3%	9 7.0%	3.1094	1.05169	128
There are numerous divisions or departments in the organization.	49 38.3%	59 46.1%	4 3.1%	16 12.5%	0 0%	1.8984	.95439	128
Number of divisions/departments in the organization are small	0 0%	21 16.4%	19 14.8%	49 38.3%	39 30.5%	3.8281	1.04323	128
Organizational tasks are subdivided in to separate jobs	3 2.3%	86 67.2%	12 9.4%	19 14.8%	8 6.3%	2.5547	.98659	128
Organizational tasks are not clearly subdivided into separate jobs	16 12.5%	21 16.4%	31 24.2%	50 39.1%	10 7.8%	3.1328	1.16627	128
Grand Total	72	266	132	230	68	2.9427	.28711	768
Percentage	9%	35%	17%	30%	9%	-	-	100%

*Source: Field Survey, 2019*

Six items were designed in the questionnaire to assess the perception about task routine. The result of the analysis based on the cumulative responses in table 4.9 above reveals an expected frequency of 768. The observed response rate of strongly agree/agree of 338 (44%), 132 (17%) of neutral and 298 (39%) strongly disagree/disagree. This implies that 44% (2.4651) agreed that there was complexity of task, 39% (4.4010) disagree while 17% were indifference. The mean 2.4651 shows that task routine was significantly affect the performance of the organization.



**Table 4.10: Perception of respondents on Formalization practice**

Items	SA	A	N	D	SD	Mean	Std. deviation	Total
Job tasks are defined by formal regulations and procedures	10 7.8%	48 37.5%	28 21.9%	25 19.5%	17 13.3%	2.9297	1.19173	128
Job tasks are not defined by formal regulations and procedures	10 7.8%	42 32.8%	12 9.4%	64 50%	0 0%	3.0156	1.07208	128
The rules and procedures are written to standardize operations in organizations	1 0.8%	48 37.5%	53 41.4%	25 19.5%	1 0.8%	2.8203	.77798	128
Workers are provided with rules and procedures	19 14.8%	54 42.2%	29 22.7%	18 14.1%	8 6.3%	2.5469	1.10017	128
Workers are not provided with rules and procedures	1 0.8	32 25	15 11.7	77 60.2	3 2.3	3.3828	.91463	128
Grand Total	41	224	137	209	29	2.9391	.39807	640
Percentage	6%	35%	21%	33%	5%	-	-	100%

*Source: Field Survey, 2019*

Five items were designed in the questionnaire to ascertain the perception of formalization practice in the organization. The result of the analysis based on the cumulative responses in table 4.10 above reveals an expected frequency of 640. The observed response rate of strongly agree/agree of 265 (41%), 137 (21%) of neutral and 238 (38%) strongly disagree/disagree. This implies that 41% (2.809) agreed that formalization were not properly utilized, 38% (3.1992) disagree while 21% were indifference. The mean 2.809 shows that formalization was less significantly affect the performance of the organization.

**Table 4.11: Perception of respondents on Professionalism**

Items	SA	A	N	D	SD	Mean	Std. deviation	Total
Assign appropriate professional person for a significant position have an effect on organizational performance	82 64.1%	34 26.6%	10 7.8%	2 1.6%	0 0%	1.4688	.70919	128
Every positions at CSOA are occupied by professionals/experts	0 0%	14 10.9%	36 28.1%	62 48.4%	16 12.5%	3.6250	.84182	128
Every positions at CSOA are not occupied by professionals/experts	11 8.6%	40 31.3%	42 32.8%	24 18.8%	11 8.6%	2.8750	1.08679	128
Some significant positions are occupied by professionals and some are not professional/ experts	41 32.0%	41 32.0%	27 21.1%	19 14.8%	0 0%	2.1875	1.04806	128
The level of formal education and training of employees at CSOA is high	11 8.6%	4 3.1%	29 22.7%	33 25.8%	51 39.8%	3.8516	1.23013	128
The level of formal education and training of employees at CSOA is low	46 35.9%	52 40.6%	17 13.3%	11 8.6%	2 1.6%	1.9922	.99206	128
Grand Total	191	185	161	151	80	2.6667	.37879	768
Percentage	25%	24%	21%	20%	10%	-	-	100%

*Source: Field Survey, 2019*

Six items were designed in the questionnaire to determine the perception of professionalism at CSOA. The result of the analysis based on the cumulative responses in table 4.11 above reveals an expected frequency of 768. The observed response rate of strongly agree/agree of 376 (49%), 161 (21%) of neutral and 231 (30%) strongly disagree/disagree. This implies that 49% (2.1308) agreed that professionalism were low, 30% (3.7383) disagree while 21% were indifference. The mean 2.1308 shows that professionalism was less significantly affect the performance of the organization.

**Table 4.12: Perception of respondents on Standardization**

Items	SA	A	N	D	SD	Mean	Std. deviation	Total
Standardization of activities has a direct effect on organizational performance	81 63.3%	34 26.6%	10 7.8%	3 2.3%	0 0%	1.4922	.74237	128
CSOA sets standard for each work conducted in the organization	0 0%	25 19.5%	35 27.3%	54 42.2%	14 10.9%	3.4453	.92905	128
Every work at CSOA is evaluated by its standards	0 0%	8 6.3%	30 23.4%	75 58.6%	15 11.7%	3.7578	.73972	128
Every work at CSOA is not evaluated by its standards	25 19.5%	67 52.3%	25 19.5%	11 8.6%	0 0%	2.1719	.84284	128
Grand Total	106	134	100	143	29	2.7168	.34847	512
Percentage	21%	26%	19%	28%	6%	-	-	100%

*Source: Field Survey, 2019*

Four items were designed in the questionnaire to determine the perception of standardization practice in CSOA. The result of the analysis based on the cumulative responses in table 4.12 above reveals an expected frequency of 512. The observed response rate of strongly agree/agree of 240 (47%), 100 (19%) of neutral and 172 (34%) strongly disagree/disagree. This implies that 47% (1.8320) agreed there were no practice of setting standards and measuring every work according to standard, 34% (3.6015) disagree while 19% were indifference. The mean 1.8320 shows that standardization was less significantly affect the performance of the organization.

**Table 4.13: Perception of respondents on Span of control**

Items	SA	A	N	D	SD	Mean	Std. deviation	Total
Number of employees reporting to one manager are many	9 7%	73 57%	22 17.2%	16 12.5%	8 6.3%	2.5391	1.01098	128
Number of employees reporting to one manager are small	1 8%	23 18%	45 35.2%	57 44.5%	2 1.6%	3.2813	.80292	128
The authority that describes who reports to whom is clearly known	13 10.2%	57 44.5%	11 8.6%	45 35.2%	2 1.6%	2.7344	1.09749	128
The authority that describes who reports to whom is not clearly known	9 7%	37 28.9%	25 19.5%	53 41.4%	4 3.1%	3.0469	1.05636	128
The controlling system (span of control or hierarchy) of the organization is rigid/strong	10 7.8%	40 31.3%	30 23.4%	34 26.6%	14 10.9%	3.0156	1.15686	128
The controlling system (span of control or hierarchy) of the organization is not rigid/weak	16 12.5%	46 35.9%	20 15.6%	35 27.3%	11 8.6%	2.8359	1.20874	128
The controlling system (span of control or hierarchy) of the organization is moderate	0 0%	21 16.4%	37 28.9%	68 53.1%	2 1.6%	3.3984	.77703	128
Grand Total	58	297	190	308	43	2.9788	.27778	896
Percentage	6%	33%	22%	34%	5%	-	-	100%

*Source: Field Survey, 2019*

Seven items were designed in the questionnaire to assess the perception of span of control in CSOA. The result of the analysis based on the cumulative responses in table 4.13 above reveals an expected frequency of 896. The observed response rate of strongly agree/agree of 355 (40%), 190 (22%) of neutral and 351 (39%) strongly disagree/disagree. This implies that 40% (2.7031) agreed that the organization has wide span of control, 39% (3.1855) disagree

while 22% were indifference. The mean 2.7031 shows that span of control were significantly affecting the performance of the organization.

**Table 4.14: Perception of respondents on Decision making at CSOA**

Items	SA	A	N	D	SD	Mean	Std. deviation	Total
There is concentration of decision makings at the upper level of managers at CSOA	43 33.6%	20 15.6%	28 21.9%	27 21.1%	10 7.8%	2.5391	1.35101	128
There is a delegation of power for different level managers to make a decision at CSOA	1 0.8%	51 39.8%	29 22.7%	47 36.7%	0 0%	2.9531	.89495	128
There is no delegation of power for different level managers to make a decision at CSOA	1 0.85	23 18.05	40 31.3%	56 43.8%	8 6.3%	3.3672	.87728	128
Employees are allowed to make their own decision when they are performing tasks	0 0	52 40.6%	59 46.1%	16 12.5%	1 0.8%	2.7344	.70414	128
Employees are not allowed to make their own decision when they are performing tasks	9 7.0%	31 24.2%	34 26.6%	52 40.6%	2 1.6%	3.0547	.99849	128
Regularly decision making in the organization are made with high uncertainty	9 7.0%	50 39.1%	29 22.7%	31 24.2%	9 7.0%	2.8516	1.08744	128
Regularly decision making in the organization are made with low uncertainty	1 0.8%	41 32.0%	36 28.1%	49 38.3%	1 0.8%	3.0625	.87619	128
Regularly decision making in the organization are made with certainty	0 0%	13 10.2%	66 51.6%	47 36.7%	2 1.6%	3.2969	.66828	128
Staff rotation is the factor for the inconsistent decision making at CSOA	36 28.1%	41 32.0%	19 14.8%	25 19.5%	7 5.5%	2.4219	1.23982	128
Staff rotation is not the major factor for the inconsistent decision making at CSOA	29 22.7%	30 23.4%	11 8.6%	32 25.0%	26 20.3%	2.9688	1.48979	128
Grand Total	129	352	351	382	66	2.9250	.29053	1280
Percentage	5.17%	27 49%	27.44 %	29.84 %	10.28 %	-	-	100%

*Source: Field Survey, 2019*

Ten items were designed in the questionnaire to assess the perception on decision making. The result of the analysis based on the cumulative responses in table 4.14 above reveals an expected frequency of 1280. The observed response rate of strongly agree/agree of 481 (33%), 351 (27%) of neutral and 448 (40%) strongly disagree/disagree. This implies that 33% (2.7448) agreed that there were centralization of decision making, 40% (3.1954) disagree, while 27% were indifference. The mean 2.7448 shows that Decision making was significantly affect the performance of the organization.

#### 4.15. Perception of respondents on the level of organizational performance of CSOA

**Table.4.16 Perception of respondents on the level Organizational performance (effectiveness and efficiency) of CSOA**

Effectiveness

Items	SA	A	N	D	SD	Mean	Std. deviation	Total
CSOA effectively uses its human resource in order to achieve its predetermine goals	18 14.1%	3 2.3%	12 9.4%	77 60.2%	18 14.1%	3.5781	1.19454	128
CSOA effectively does not uses its human resource in order to achieve its predetermine goals	13 10.2%	95 74.2%	17 13.3%	2 1.6%	1 0.8%	2.0859	0.60219	128
CSOA effectively uses its Physical assets in order to achieve its predetermine goals	0 0%	29 22.7%	23 18.0%	67 52.3%	9 7.0%	3.4375	0.92003	128
CSOA effectively does not uses its Physical assets in order to achieve its predetermine goals	13 10.2%	57 44.5%	28 21.9%	29 22.7%	1 0.8%	2.5938	0.97559	128
CSOA effectively uses its time period in order to achieve its predetermine goals	0 0%	26 20.3%	58 45.3%	42 32.8%	2 1.6%	3.1563	0.75751	128
CSOA effectively does not uses its time period in order to achieve its predetermine goals	11 8.6%	27 21.1%	69 53.9%	12 9.4%	9 7.0%	2.8516	0.95645	128
Total	55	237	207	229	40	2.9505	0.90105	768
Percentage	7.18%	30.85%	26.96%	29.83%	5.21%	-	-	100%

Efficiency

<b>Items</b>	SA	A	N	D	SD	Mean	Std. deviation	Total
CSOA does communicate the vision of the organization to its employees & their buy in of the mission	8 6.3%	58 45.3%	34 26.6%	2 21.9%	0 0%	2.6406	.89385	128
CSOA does not communicate the vision of the organization to its employees & their buy in of the mission	8 6.3%	48 37.5%	16 12.5%	55 43.0%	1 .8%	2.9453	1.04474	128
There is employee commitment at CSOA	0 0%	26 20.3%	54 42.3%	30 23.4%	18 14.1%	3.3125	.95365	128
There is no employee commitment at CSOA	19 14.8%	37 28.9%	36 28.1%	35 27.0%	1 .8%	2.7031	1.05263	128
There is leadership effectiveness at CSOA	8 6.3%	7 5.5%	20 15.6%	66 51.6%	27 21.1%	3.758	1.043	128
There is no leadership effectiveness at CSOA	27 21.1%	61 47.7%	12 9.4%	27 21.1%	1 .8%	2.3281	1.05822	128
There is communication effectiveness at CSOA	0 0%	33 25.8%	42 32.8%	36 28.1%	17 13.3%	3.2891	.99726	128
There is no communication effectiveness at CSOA	10 7.8%	50 39.1%	34 26.6%	33 25.8%	1 .8%	2.7266	.96158	128
There is sense of accountability for results at CSOA	0 0%	35 27.3%	30 23.4%	45 35.2%	18 14.1%	3.3594	1.03280	128
There is no sense of accountability for results at CSOA	12 9.4%	49 38.3%	25 19.5%	33 25.8%	9 7.0%	2.8281	1.13018	128

Continued

There is customer centricity at CSOA	28 21.9%	12 9.4%	34 26.6%	34 26.6%	20 15.5%	3.0469	1.36814	128
There is no customer centricity at CSOA	11 8.6%	35 27.3%	42 32.8%	31 24.2%	9 7.0%	2.9375	1.07036	128
Customers are satisfied by the service delivery of CSOA	19 14.8%	3 2.3%	42 32.8%	52 40.6%	12 9.4%	3.2734	1.15503	128
Customers are not satisfied by the service delivery of CSOA	13 10.2%	78 60.9%	25 19.5%	11 8.6%	1 .8%	2.2891	.79519	128
The organization is growing for the past consecutive years	7 5.5%	31 24.2%	20 15.6%	41 32.0%	29 22.7%	3.4219	1.23345	128
The organization is not growing for the past consecutive years	23 18.0%	33 25.8%	18 14%	46 35.9%	8 6.3%	2.8672	1.25724	128
The organization is open for any positive external environment changes	10 7.8%	17 13.3	21 16.4%	69 53.9%	11 8.6%	3.4219	1.07666	128
The organization is closed for any positive external environment changes	4 3.1%	50 39.1%	30 23.4%	43 33.6%	1 .8%	2.8984	.93775	128
There are innovations at CSOA which makes the work (service delivery) easy and fast	0 0%	8 6.3%	28 21.9%	54 42.2%	38 29.7%	3.9531	.87718	128
There are no innovations at CSOA which makes the work (service delivery) easy and fast	47 36.7%	70 54.7%	1 .8%	2 1.6%	8 6.3%	1.8594	.99395	128
Total	254	741	564	771	230	2.983 2	.285 17	2560
Percentage	10%	29%	22%	30%	9%	-		100%
Level of organizational Performance (effectiveness & efficiency)								
Grand Total	309	978	771	1000	270	2.966 85	0.59 31	3328
Percentage	9.2%	29.3%	23.1%	30%	8.1%	-	-	100%

Source: Field Survey, 2019

Twenty six items were designed in the questionnaire to investigate the level of organizational performance of CSOA. The result of the analysis based on the cumulative responses in table



4.14 above reveals an expected frequency of 3,328. The observed response rate of strongly agree/agree of 1,287 (38.5%), 771 (23.1%) of neutral and 1,270 (38.1%) strongly disagree/disagree. This implies that 38.5% (2.9668) agreed that the organizational performance were low similarly 38.1% (0.5931) disagreed that the organizational performance were as good as it expected to be (as a good performer); so that the mean value 2.9968 implies (the mean value was the main differentiator) that it is less than three which means the respondents agreed that the organizational performance were low.

#### **4.17 Relationship between Organizational Structure Variables and Organizational Performance**

#### **4.18 Correlation Analysis**

The correlation coefficient depicts the basic relationship across two variables: 'Does two variables have a tendency to increase together (co-together) or to change in opposite directions and, if so, by how much? The two most commonly used statistical techniques to analyze relationship between continuous variables are the Pearson correlation and linear regression. The term correlation is correct, but correlation also refers to a specific statistical technique. Since the study have parametric data Pearson correlation are used to study the relationship between two continuous variables and the theoretical correlation coefficient is often expressed using the Greek latter rho ( $\rho$ ).

The Pearson correlation coefficient is used to quantify the strength and direction of the relationship between continuous variables. The Pearson correlation coefficient is a measure of the extent to which there is a linear (straight line) relation between two variables. It has values between -1 and +1, so that the larger the value, the stronger the correlation. As an example, a correlation of +1 indicates that the data fall on a perfect straight line sloping upward (positive relationship), which a correlation of -1 would represent data forming a straight line sloping downward (negative relationship). A correlation of 0 indicates there is no straight line relationship at all (SPSS version 20 manual). Correspondingly, the effect size for a correlation measures the strength of the relationship. For correlation,  $r$  serves as the numeric measure of the effect size whose strength can be interpreted according to criteria developed by Cohen (1988).

- When r is greater than 0.10 and less than 0.30, the effect is “small.”
- When r is greater than 0.30 and less than 0.50, the effect is “medium.”
- When r is greater than 0.50 and the effect is “large.”

Effect sizes smaller than 0.10 would be considered trivial. These terms (small, medium, and large) associated with the size of the correlation are intended to provide users with a specific word that can be used to describe the strength of the correlation in a write-up (SPSS version 20 manual).

**Table: 4.19 Correlations**

Correlations		TR/DPLZ	FMZN	PROF	STDZN	SPC/HRC	DMK	ORP
<b>TR/D PLZ</b>	Pearson Correlation	1.000						
	Sig. (2-tailed)							
	N	128						
<b>FMZ N</b>	Pearson Correlation	.635**	1.000					
	Sig. (2-tailed)	.000						
	N	128	128					
<b>PRO F</b>	Pearson Correlation	.503**	.500**	1.000				
	Sig. (2-tailed)	.000	.000					
	N	128	128	128				
<b>STD ZN</b>	Pearson Correlation	.414**	.442**	.537**	1.000			
	Sig. (2-tailed)	.000	.000	.000				
	N	128	128	128	128			
<b>SPC/ HRC</b>	Pearson Correlation	.311**	.275**	.146	.394**	1.000		
	Sig. (2-tailed)	.000	.002	.100	.000			
	N	128	128	128	128	128		
<b>DM K</b>	Pearson Correlation	.367**	.410**	.204*	.277**	.327**	1.000	
	Sig. (2-tailed)	.000	.000	.021	.002	.000		
	N	128	128	128	128	128	128	
<b>ORP</b>	Pearson Correlation	.575**	.531**	.320**	.235**	.115	.689**	1.000
	Sig. (2-tailed)	.000	.000	.000	.008	.196	.000	
	N	128	128	128	128	128	128	128

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

\* . Correlation is significant at the 0.05 level (2-tailed).

N = 128

TR/DPLZ = task routine, FMZN = formalization, PROF = professionalism, STDZN = standardization, SPC/HRC = span of control/hierarchy, DMK = decision making, ORP = organizational performance

*Source: researcher’s own compilation of Survey data, 2019*

Given the proposed frame work under the study, it was expected that task routine, formalization, professionalism, standardization, and decision making would significantly have a positive correlation with organization performance. Correlation for the above factors in table 4.17 support the notion of hypothesized significant positive relationship except one variable that is span of control/hierarchy among the independent variables and dependent variable with high statistical significance ( $p < .001$ ), however, the strength of the measure of the correlation relationship of each component varies.

Correlation coefficient is  $> 0$  for all factors. except one variable Correlation coefficient value has (0.196) that is span of control/hierarchy, but all others implies the variables task routine, formalization, professionalism, standardization, and decision making in the same direction with organizational performance. If one is higher, then so is the other. This result is expected except one variable that has Pearson correlation value was 0.115. The two asterisks indicate that the estimate 0.575\*\* 0.531\*\* 0.320\*\* 0.235\*\* 0.689\*\* statistically significant at a 99 degree of confidence. As seen in the result the, the effect size for a correlation measures of the independent factors varies having decision making, task routine, and formalization registering a large size effect of organizational performance, professionalism has a medium effect on organizational performance and standardization has small effect on organizational performance.

#### 4.20. Hypothesis Testing

Table 4.21 Hypothesis Testing

	<b>Proposed hypothesis</b>	<b>Estimate</b>	<b>P</b>	<b>Result</b>
<b>H<sub>1</sub></b>	There is a significant and positive relationship between Formalization and organizational performance at CSOA.	.531**	.000	Supported
<b>H<sub>1</sub></b>	There is a significant and positive relationship between Task Routine and organizational performance at CSOA.	.575**	.000	Supported
<b>H<sub>1</sub></b>	There is a significant and positive relationship between Span of control and organizational performance at CSOA.	.115	.196	Not Supported
<b>H<sub>1</sub></b>	There is a significant and positive relationship between Decision making and organizational performance at CSOA.	.689**	.000	Supported
<b>H<sub>1</sub></b>	There is a significant and positive relationship between Professionalism and organizational performance at CSOA.	.320**	.000	Supported
<b>H<sub>1</sub></b>	There is a significant and positive relationship between Standardization and organizational performance at CSOA.	.235**	.008	Supported

*Source: researcher's own compilation of Survey data, 2019*

#### 4.21. Association between variables

Regression analysis is about predicting the future (the unknown) base on the data collected from the past (the known) a regression analysis determines the mathematical equation to be used to figure out what will happen, within a certain range of probability. It analyzes one variable, the dependent variable, taking into consideration the effect on it by one or more factors, the independent variables. The analysis determines that some independent variables have more effect than others; so their weights must be taken into account when they are the basis of a prediction.

Regression analysis, therefore, is the process of looking for predictors and determining how well they predict.

When only one independent variable is taken into account, it's called a simple regression. But this study uses more than one independent variable, its uses multiple regressions analysis that shows the influence of two or more variables on a designated variable. Accordingly the following fundamental criteria's were fulfilled for creating a reliable model.

- The researcher was thoughtfully crafted and carefully designed by avoiding meaningless relationship or serious design that may affect the arithmetic correctness of regression.
- The sample size should be large enough to create meaningful correlations. There are no hard rules concerning acceptable census population to be considered, while the total census in this study was 128.
- Data should be examined carefully for outlier or other abnormalities.
- The predictor variable should be approximately normally distributed, ideally with skewness and kurtosis values between  $\pm 1$ .
- The issue of linear dependency between the predictor variables were considered i.e. the study never use two variables when one is partially or entirely dependent upon the other and also avoids to use variables that are conceptually very similar that can be checked by high correlation of variables.

#### **4.22 Stepwise Regression Analysis**

Stepwise regression analysis was done for the proposed model to assess how independent variables are associated with the dependent variables. The result of this sequence is to produce a regression analysis that identifies which of the organizational structure variables (task routine, formalization, professionalism, standardization, span of control and decision making) has the greatest influence on the dependent variable (organizational performance) at CSOA. The stepwise method of selection will first enter the independent variable with the highest bivariate correlation with help, then enter the variable that explain the greatest additional amount of variance, then enter a third variable and so forth until no other variables significantly (significance is specified as  $(p < .10$  for this analysis) influence the amount to help given. If the influence of any increases above a significance of .20 after entry into the regression analysis, it will be dropped from the regression equation.

The results of stepwise regression analysis where the forward entry method, a dependent variable and any number of predictor (independent) variables are designated are presented in the table. The first statistic to look for in SPSS output when performing regression analysis is sig-F is significant or not by seeing (“ANOVA”) table the table shows goodness of fit of the model. The lower this number is the better the fit. Typically, if “sig.” is greater than 0.05, we conclude that our model could not fit the data, If sig. < .01, then the model is significant at

99%, if sig. < .05, then the model is significance at 95%, and if sig. < .1, then the model is significance at 90%.Significance implies that we can accept the model. If sig. > 1 then the model was not significant (a relationship could not be found) or “R-square is not significantly different from zero.”

**Table 4.23 Variables entered to the model**

Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	Decision making		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	Task Routine		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	Span of control		Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: Organizational performance

*Source: SPSS data analysis*

**Table 4.24 Model summary**

Model Summary <sup>d</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.689 <sup>a</sup>	.475	.471	.20749
2	.771 <sup>b</sup>	.595	.588	.18295
3	.796 <sup>c</sup>	.634	.625	.17467

a. Predictors: (Constant), Decision making

b. Predictors: (Constant), Decision making, Task Routine

c. Predictors: (Constant), Decision making, Task Routine, Span of control

d. Dependent Variable: Organizational performance

*Source: SPSS data analysis*

**Table 4.25 ANOVA**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.903	1	4.903	113.893	.000 <sup>b</sup>
	Residual	5.424	126	.043		
	Total	10.328	127			
2	Regression	6.144	2	3.072	91.776	.000 <sup>c</sup>
	Residual	4.184	125	.033		
	Total	10.328	127			
3	Regression	6.545	3	2.182	71.505	.000 <sup>d</sup>
	Residual	3.783	124	.031		
	Total	10.328	127			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Decision making

c. Predictors: (Constant), Decision making, Task Routine

d. Predictors: (Constant), Decision making, Task Routine, Span of control

*Source: SPSS data analysis*

**Table 4.26 Coefficients**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
(Constant)	1.005	.186		5.395	.000	.636	1.374					
Decision making	.676	.063	.689	10.672	.000	.551	.802	.689	.689	.689	1.000	1.000
(Constant)	.308	.200		1.540	.126	-.088	.704					
Decision making	.542	.060	.552	9.029	.000	.423	.661	.689	.628	.514	.866	1.155
Task Routine	.370	.061	.373	6.088	.000	.250	.490	.575	.478	.347	.866	1.155
(Constant)	.672	.216		3.114	.002	.245	1.100					
Decision making	.594	.059	.605	10.052	.000	.477	.711	.689	.670	.546	.815	1.226
Task Routine	.417	.059	.420	7.013	.000	.299	.535	.575	.533	.381	.825	1.213
Span of control	-.219	.060	-.214	-3.625	.000	-.339	-.100	.115	-.310	-.197	.851	1.176

a. Dependent Variable: Organizational performance

*Source: SPSS data analysis*

#### 4.27 Interpretation of regression results

Keeping the above criteria, in this study multiple regression analysis was done for independent factors organizational structure predictors (Decision making, Task routine and Span of control) against the dependent variable (Organizational Performance) has significant (sig.  $p < 0.001$ ) indicating that for 99% confidence in the ability of the model to explain the dependent variable and exclude (Formalization, Professionalism, Standardization) from the model because of their sig. p value has  $> 0.001$  (0.062, 0.728 and 0.644) respectively.

**Table 4.28 Excluded Variables**

**Table 4.29 Collinearity Diagnostics**

Excluded Variables <sup>a</sup>								
Model	Beta In	T	Sig.	Partial Correlation	Collinearity Statistics			
					Tolerance	VIF	Minimum Tolerance	
1	Task Routine	.373 <sup>b</sup>	6.088	.000	.478	.866	1.155	.866
	Formalization	.299 <sup>b</sup>	4.550	.000	.377	.832	1.201	.832
	Professionalism	.187 <sup>b</sup>	2.917	.004	.252	.958	1.043	.958
	Standardization	.048 <sup>b</sup>	.716	.475	.064	.923	1.083	.923
	Span of control	-.124 <sup>b</sup>	-1.826	.070	-.161	.893	1.120	.893
2	Formalization	.122 <sup>c</sup>	1.618	.108	.144	.560	1.784	.560
	Professionalism	.026 <sup>c</sup>	.398	.691	.036	.747	1.339	.674
	Standardization	-.089 <sup>c</sup>	-1.407	.162	-.125	.811	1.233	.760
	Span of control	-.214 <sup>c</sup>	-3.625	.000	-.310	.851	1.176	.815
3	Formalization	.135 <sup>d</sup>	1.883	.062	.167	.559	1.789	.559
	Professionalism	.022 <sup>d</sup>	.348	.728	.031	.746	1.340	.647
	Standardization	-.029 <sup>d</sup>	-.463	.644	-.042	.746	1.340	.746

- a. Dependent Variable: Organizational performance
- b. Predictors in the Model: (Constant), Decision making
- c. Predictors in the Model: (Constant), Decision making, Task Routine
- d. Predictors in the Model: (Constant), Decision making, Task Routine, Span of control

*Source: SPSS data analysis*

Collinearity Diagnostics <sup>a</sup>							
Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	Decision making	Task Routine	Span of control
1	1	1.995	1.000	.00	.00		
	2	.005	20.264	1.00	1.00		
2	1	2.990	1.000	.00	.00	.00	
	2	.006	22.248	.00	.74	.62	
	3	.004	26.221	1.00	.26	.37	
3	1	3.984	1.000	.00	.00	.00	.00
	2	.006	25.234	.01	.26	.24	.68
	3	.006	25.684	.00	.66	.63	.00
	4	.004	32.400	.98	.07	.13	.32

- a. Dependent Variable: Organizational performance

*Source: SPSS data analysis*

**Table 4.30 Residual statistics**

Residuals Statistics <sup>a</sup>					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.5034	3.4065	2.9832	.22701	128
Residual	-.49060	.72530	.00000	.17259	128
Std. Predicted Value	-2.114	1.865	.000	1.000	128
Std. Residual	-2.809	4.152	.000	.988	128

- a. Dependent Variable: Organizational performance

*Source: SPSS data analysis*



**Table: 4.31 Interview themes**

<p>Theme: The organization conduct study to know the effects of its structure on its performance</p> <p>Codes;</p> <p>Not in a formal way.</p> <p>Yes, there were some informal studies to improve its performance and to fulfill its gaps but they were not successful.</p> <p>There was no initiation to conduct the study because of the lack of Knowledge about impacts of organizational structure on the performance of the organization.</p>	<p>Theme: The result of the previous organizational structure to the organizational performance</p> <p>Codes;</p> <p>There were problem to accomplish its goals/mission effectively.</p> <p>Lack of proper handling and care for employees makes.</p> <p>There was a gap on organize and effectively use its rules and regulations.</p> <p>There was a gap of capacitating employees by formal and informal education and trainings.</p> <p>Lack of logistics and finance.</p> <p>The busy on transactional activities.</p> <p>There was no strategic leader and leadership style.</p> <p>All powers and decision makings was concentrated on the general manager.</p> <p>There were added departments without any detail study.</p> <p>The structure was not merit based rather the politicians were on a significant key positions.</p> <p>The chain of was disconnected at different levels.</p> <p>There were lack of communications between inter and intra departments which manifested by uninformed decision makings made in many times.</p> <p>For the past years the organization has low performance, the inefficient organization structure plays its role.</p>	<p>Theme: Recommendation to improve organizational structure in order to fulfill its duties and responsibilities according to the law</p> <p>Codes;</p> <p>To accomplish its goal which is stated on the law there needs be study, based on knowledge and involve expertise on the area to restructure the organization in order to accomplish its goals.</p> <p>The future structure needs to be done based on the activities conducted in the organization.</p> <p>Should be participant.</p> <p>Should not discriminate any one.</p> <p>Assigning professionals needs to do without any biases and discrimination.</p> <p>The previous structure needs to be restructured with proper benefits and compensations.</p>
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#### **4.32 Interpretation and Discussion on the results**

The regression sum of squares on model one (4.903) is less than the residual sum of squares (5.424), which indicates that more of the variations in the dependent variable were explained by the model. The significance value of F- statistic (0.00) is less 0.005, which means the variation explained by the model is not due to chance.

R, the correlation coefficient has a value of 0.689 indicates that there is a positive relationship. Hence, the effect of structural dimension decision making on organizational performance is significant. The R – square which is the coefficient of determination shows that 47.5% of the variation in organizational performance is explained by the model.

The effect of decision making on organizational performance coefficient of 0.689 indicates that there is a positive and significant relationship. Its statistical significance  $t = 5.395$ , largest t- value therefore it is more important. The  $\beta$  value is  $\beta = 0.676$  implies that decision making has greater influence on organizational performance compared to the other predictors in the model.

The result was also supported by the interview response of the respondents as; the organization leaders were not strategic leaders; rather they were autocrats and make every uninformed decision by their own because they disconnect the chain of command and communication with different levels of managers according to their interest. So that the previous structure was designed purposely for a single individual who was the top manager to do what he wants to do independently without any transparency and accountability. This implies everything was centralized on the upper leadership.

The regression sum of squares on model two (6.144) is greater than the residual sum of squares (4.184), which indicates that more of the variations in the dependent variable is not explained by the model. The significance value of F- statistic (0.00) is less 0.005, which means the variation explained by the model is not due to chance.

R, the correlation coefficient has a value of 0.771 indicates that there is a positive relationship. Hence, the effect of structural dimension task routine on organizational performance is significant. The R – square which is the coefficient of determination shows that 59.5% of the variation in organizational performance is explained by the model.

The effect of task routine on organizational performance coefficient of 0.771 indicates that there is a positive and significant relationship. Its statistical significance  $t = 1.540$ , smallest t-value therefore it is less important. The  $\beta$  value is  $\beta = 0.370$  implies that task routine has medium influence on organizational performance compared to the other predictors in the model.

The result was supported by the interview response of the respondents as; there were some departmental sub-units informally added to the structure by the command of the upper leadership without any study under the asset transfer and disposal department. Which were uses as to throw (used as a punishment position) individual who has different views with contrary to the organizational value and raise any resistant issues was reassigned or reallocates to this positions which is not his/her profession to do it. Also this was one of the manifestations of the organizations structure was not well studied based on the organizational activities, duties and responsibilities. In addition even though there were different departments, employees were not allowed to do their tasks independently.

The regression sum of squares on model three (6.545) is greater than the residual sum of squares (3.783), which indicates that more of the variations in the dependent variable is not explained by the model. The significance value of F- statistic (0.00) is less 0.005, which means the variation explained by the model is not due to chance.

R, the correlation coefficient has a value of 0.796 indicates that there is relationship. Hence, the effect of structural dimension span of control on organizational performance is significant. The R – square which is the coefficient of determination shows that 63.4% of the variation in organizational performance is explained by the model.

The effect of span of control on organizational performance coefficient of 0.796 indicates that there is significant relationship. Its statistical significance  $t = 3.114$ , it is recorded as important next to decision making. The  $\beta$  value is  $\beta = - 0.219$  implies wide span of control and weak controlling system has negative effect on performance of the organization studied. The one unite (0.219) of increasing the span of control, the effect was one unite (0.219) of decreasing the performance of the organization.

The result of the interview response of the respondents shows that; the controlling system was not rigid. Even if in every department there are teams and under each team there are five experts which were monitor and control each employee under them.

Finally, even though organization structure predictors (formalization, professionalism and standardization) was not identified by the model because of their insignificance value of result as indicated as follows; Formalization (sig.  $P = 0.062$ ,  $t = 0.348$ ,  $\beta = 0.135$ ), Professionalism (sig.  $P = 0.728$ ,  $t = 0.348$ ,  $\beta = 0.022$ ) and Standardization (sig.  $p = 0.644$ ,  $t = -0.463$  and  $\beta = -0.029$ ).

But the respondents on the interview were agreed that the variables has their own role on the organizational performance explained as; the rules and regulations were not workable for the customers and are not properly organized and effectively designed in collaboration with other concerned government bodies/sector offices so that there were some ambiguity was involved while execute them.

There were no clear job description for every level managers and has no responsibility, accountability and transparency.

Assigning individuals for critical/key positions was appointed by their (employee) political involvement not by profession. So that assigning of individuals on the structure were not merit based. This was also one of the major factors that tear down the performance of the organization. Also works were not measured by its standards rather jobs were done by rule of thumb.

There were differentiations, concerning on if the organization conducts any study about to know the effect of the organizational structures on the performance of the organization. A very small respondents (form 20 respondents, two respondents) were argues that there were informal studies back in some years. But the study was not successful because of shortage of resource like finance and knowledgeable expertise on the area and the major problem of the study team was they were not have clear defined goals to accomplish. So that studies were not successfully it was failed. But majority of the respondents are argues that there were no any study conducted with regard to the organizations' structure and its effects on the organizational performance. Unfortunately the previous leadership were not in the position of any knowledge/awareness about the structure has the effect on organizational effectiveness

some says. So that they finalize the major problem was even from its establishment the structure is designed by politicians in order to execute their agendas but not studied by outsourced independent expertise from any institutions to address the stated goal on the law.

Many issues were raised by the respondent related to explaining on the major drawbacks of the previous organizational structure. Also with this issue there were arguments like; some of the respondents has argued that the structure by itself has not a problem rather its application was abused by the pervious top leadership is one argument, on the other side majority of the respondents argue, no! The previous structure has the major gaps for low performance of the organization they said. Because it was very inefficient to coup up itself to the internal and external environment i.e. the structure is very narrow to address, support and monitor civil societies at national level as it is expected to be. One of the current leaders in the institution called it “one side fit for all” kind of structure was executed.

The organizations has not accomplish its mission to achieve its goals that was to ensure the realization of citizen’s right to association enshrined in the constitution of federal democratic republic of Ethiopia and to aid and facilitate the roles of civil societies in the overall development of Ethiopian people’s; rather its major focus was on day to day job of the institution that was to demoralize, frustrate, harass and demolish civil societies working on any criticisms of the government corporate governance and policies and educating or creating awareness’ to citizens about democracy, human right issues so that it was failed to meet its original goals stated on the law/ proclamation.

There was a big gap on taking care and handing the man power (employees) effectively. There was a say by the pervious top leaders “if you want to stay just stay if you want to leave the door is open”. Employees were not respected, also the benefits and the payments/compensations for their work was not even equivalent or relatively very low with compare to other corresponding federal public institutions. So that many employees were leave the organization with the same position for the better salary or payment (Ayenew Assefa. 2018).

There was very low internal staff motivation to work and satisfied by their job. Also there were lack of informal and formal training and educations with regard to tasks to be done and capacitating employees. So that employees are not capable enough and initiated to work by themselves and to be innovative was very low.

There was not enough resource to do the tasks properly. Also respondents stressed out that finance department were also blocking the limited available resources by creating different unnecessary bureaucracy. So that organization as a whole and even at individual level does not effectively accomplish the daily, monthly, quarterly and annual plans.

Finally almost all the respondents were agreed that the previous organizational structure was very inefficient and has serious effect on the overall organizational performance of the institution. That was clearly demonstrated by as previously listed gaps like the unnecessary centralization of power and decision making, resources were not managed well to do the job done, focusing on the means to transformation that is the major job of the organization but the focus was transactional activities rather than transformational, lack of capable and motivated professional employees on a significant positions, lack of effective and informed decision makings, lack of communication between inter and intra departments, lack of favorable environment and payments, and the chain of command was braked with different level of mangers were the major gaps of the previous organizational structure raised by the respondents.

So when it was summarized the respondent's recommendations collectively, on what should be done for the future: - the previous organizational structure problem needs to be critically identified, because it helps for future improvement. Most importantly the past structure needs to replace by the new structure accordingly with the new law/proclamation by independent professionals or third parties. But when this job is done the respondents also put their concern to be fulfilled by the restructuring process are; the restructuring process needs to be participatory, organizational activities based, it should not discriminate anybody on the assigning individuals to different positions, also assigning major key positions needs to be professional if possible specialized expert on the area, the freedom of professionals needs to be respected while perform tasks, the restructuring process also needs to build a trust between the leadership with the employees, there should be a clearly stated duties, responsibilities and description of jobs on every positions holding by professionals. And the most important thing respondents seriously stress out was that the new redesigning process of the organizational structure has to be amended accordingly with the financial payments, compensations and benefits because restructuring without any equivalent benefits with the work is a skeleton without a body, it does not motivates employees and doesn't improve the organizational effectiveness.

## CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION, LIMITATIONS OF THE STUDY AND RECOMMENDATIONS

The aim of this chapter is to present a summary of all the findings and make conclusion based on the study findings. Additionally, the implications of the study to the theory and practice are addressed along with directions to future researches. Finally, study limitations and suggestions based on the findings of research have been presented.

### 5.1. Summary of Findings

In this study, it has been believed that much has been done to achieve the objective since, from the results; there exists strong evidence in support of the achievement of objectives set out for the study. Thus the results based on descriptive statistics and empirical analysis revealed the following:

i. The effect of decision making on organizational performance.

( $r = 0.689$   $p < 0.05$ ,  $t = 5.395$ ,  $F = 113.893$ , and  $\beta$  value = 0.676)

Indicates decision making has significantly positive relation with organizational performance, most important variable which has the highest effect on performance.

ii. The effect of task routine on organizational performance.

( $r = 0.771$   $p < 0.05$ ,  $t = 1.540$ ,  $F = 91.776$ , and  $\beta$  value = 0.370)

Indicates task routine has significantly positive relation with organizational performance, medium important variable which has the medium effect on performance.

iii. The effect of span of control on organizational performance.

( $r = 0.796$   $p < 0.05$ ,  $t = 3.114$ ,  $F = 71.505$ , and  $\beta$  value = -0.219)

Indicates span of control has negative relation with organizational performance, important variable which has the negative effect on performance.

iv. The effect of formalization on organizational performance.

(Sig.  $p = 0.62$   $p > 0.05$ ,  $t = 1.883$  and  $\beta$  value = 0.135). Less importance and less effect.

i. The effect of professionalism on organizational performance.

(Sig.  $p = 0.728$   $p > 0.05$ ,  $t = 0.348$  and  $\beta$  value = 0.022). Less importance and less effect.

ii. The effect of standardization on organizational performance.

(Sig.  $p = 0.644$   $p > 0.05$ ,  $t = 0.463$  and  $\beta$  value = -0.029). Less importance and less effect.

## 5.2. Conclusion

Now days public and private institutions are focusing on restructuring/redesigning there organizations in a modern dynamic global environment in order to accomplish there mission effectively and efficiently.

This study has the objective to examine the effect of the organizational structure on organizational performance at Civil Society Organizations Agency. To accomplish its objective the study used self administrative questionnaire data from all the staffs' that has educational level above diploma and interview key informants and analyse the data by mixed method research approach.

Based on the research findings it has been concluded that in Civil Society Organizations Agency the decision makings has been centralized at the upper level position. The decision makings were done on highly uncertain conditions (circumstances that can bias the decision maker) most of a time and there were inconsistency in decision makings because of the time to time staff rotations. The decision making was recorded as the highest influencer on organizational performance with that result it has been concluded that the centralization of decision making were affecting the organizational performance to perform low. A decentralized organization can act more quickly to solve problems, more people provide input into decisions, and employees are less likely to feel alienated from those who make decisions that affect their work lives (Stephen and Timothy, 2012). So finding support Stephen and Timothy notion that is the organization needs to down ward decision making to different level of managers and employees in order to improve its decision making process and for better organizational performance.

Task routines in the organization were complex, form the finding there are a numerous departments and tasks were subdivided in to separate jobs. The employee are neither highly specialized nor low specialized. The results shows that task routine has a medium effect on the organizational performance which implies that even though there are different departments to conduct specific work but there were lack of specialization that means there were duplication of tasks with different departments and lagging works not to done as fastest as possible. When a worker completes many tasks during a day, specialization helps the worker quickly complete the focal task (Newell and Rosenbloom, 1981; Argote, 1999) and limits costly changeovers (Cellier and Eyrolle, 1992; Schultz, McClain and Thomas, 2003).



The organization needs to clearly define jobs and train employees to perform a specific task to bring specialization and improve organizational performance.

The numbers of employees reporting to one manager were many (wide span of control) and the controlling systems were not rigid. This implies that there were a practice of wider span of control and weak controlling system. The  $\beta$  value of span of control as it was implies on the result has a negative value that means wider span of control has a negative effect/contribution towards organizational performance of CSOA.

Meier and Bohte theoretical finding shows that; the impact of span of control was not large in comparison to other factors and nonlinear relationship of a specified form. Form theoretical speculations based on their findings suggest that both Gulick and Simon (theories they were consider as a reference on their study) were right, and also wrong. Simon is correct that there was no single correct span of control; it varies at different level of the organization and in different organizations. Gulick is also correct that smaller spans of control are better when the superior has information and skills advantages over the subordinates. Small span of control facilitate the monitoring process (Meier and Bohte. 2000). From their argument the study finding has also shows that there was no single correct span of control; it varies at different level of the organization and in different organizations, which was in this case the wide span of control has a negative effect on organizational performance. The one unite of increasing the span of control, the effect was one unite of decreasing the performance of the organization. Form the findings of the study also support the above notion that the organization need to revise its wide span of control in to smaller because smaller span of control is preferable when superior has information and skill advantage over subordinate in order to improve the organizational performance.

The findings reviled that the respondents agree on the rules and procedures are written to standardize operations in the organizations and provided to the workers. This implies that even though the formalization describes appropriate behaviours but activities were not implemented in a well manner. The result shows that the effect of formalization on organizational performance was very less or not much important.

Some significant positions were not occupied by professionals and some are occupied by professionals. The level of formal education and training of employees were low. The finding implies that the effect of professionalism was lees or small, respondent agrees that most of

the significant/key positions were not occupied by professionals: individuals who are political cadres of the government were assigned even if the position requires technical knowledge. This implies key positions (some middle level management and team leader) that require technical, conceptual and communication skill were occupied by unprofessional so this has its own impact on the performance of the organization because of the low professionalism.

Most of the respondents were agreed that standardization of activities has a direct effect on organizational performance. The findings shows that works were not evaluated by its standard in the organization which implies that evaluations of employees were not mainly conducted by there work rather there was may be some other evaluation techniques. But it was shown on the results the effects of standardization on organizational performance were very low or less effect has been recorded.

Ultimately, with some 22% reservations almost 68% of the respondents were responded that the organizational performance (effectiveness and efficiency) was low and the rest 10% were disagreed. Reviled as; the low communication effectiveness, no sense of accountability, no customer centricity, customers were not satisfied by the service delivery, the organization were not growing for the past years, its was closed for any external new technological advancement and organizational management or new leadership style change and there were no innovations that can make service delivery simple, fast and easy and the organization were not effectively use its human, capital and time resource. It shows that for the past consecutive years the organization has not been achieving its primary goals and the organizations' past leadership has their own contribution on its performance. The structure of an organization is dependent on and reflective of its most dominant internal and external characteristics (Lim, Griffiths, and Sambrook .2010).

The effectiveness of an organization can be evaluated using four components which are resource acquisitions, efficiency, goal attainment and customer satisfaction (Kushner and Poole, 1996; Esra and Ozgur, 2014). With those measurements of Kushner and poole the study finding was the organization does not perform well or it has low performance.

### **5.3. Limitations of the Study**

Besides the resource and time limitation, as the study has conducted on a particular federal Public institution but the concept of organizational structure and organizational performance are vast area of study, Therefore findings of other researches on the same topic but on different organizations might differ because of the difference of forms, strategies and goals between organizations.

### **5.4. Recommendations**

The finding of the study revealed form the six component of organizational structure two variables have a significant and positive relationship, one has negative effect on organizational performance and the three variables has less significance. To improve organizational performance of CSOA the following recommendations are made with respect to organizational structure:

- Decision making found to be registering a larger size effect on organizational performance. Accordingly the study recommends that the organization needs look for better distribution of performance and pay attention to organizational structure and shift its attention from centralized systems to non-centralized ones to facilitate the higher levels of opinions and votes. The centralization dimension is the determinant of individuals having the right of decision making in organization that has a serious effect on the performance. Furthermore CSOA's leadership needs to give the freedom of decision making for different level of management and employees while performing tasks and capacitate them to come up with to better informed decision makings. Decentralized decision making needs to pushed down to the managers closest to the action.
- Task routine has registering a medium size effect on organizational performance. As a result the study recommends that CSOA Sustaining operational efficiency in the completion of repetitive tasks because it was the means to many organization successes. Task needs to be clearly subdivided in separate jobs and present to employees and capacitate staffs on area of the job in order to make them an expert or specialize on the job. So specialization is extensive, each employee performs only a narrow range of tasks, Specialization is low; employees perform a wide range of tasks

in their jobs so that in order to improve organizational effectiveness employees need to perform narrow range of task.

- The organization needs to give decrease its wider span and looking for smaller span of control to facilitate the monitoring process and increase its performance. The organization need to revise its wide span of control in to smaller because smaller span of control is preferable when superior has information and skill advantage over subordinate that can to improve the organizational performance.
- The organization needs to effectively use its human, capital and time resource in order to improve its performance.
- Looking at the level of impact of independent organizational variables the three predictors (decision making, task routine and span of control) respectively found to be having the impact on organizational performance accordingly Civil Society Organizations Agency needs to focus on revising on those organizational structure dimensions. This includes refining the centralized decision making in to decentralized, instead of perform complex task but train employees to focused/ specific task to bring specialization on the area and move from wider span of control in to smaller and strengthen controlling system to modest one in order to increase employee efficiency and the organization needs to effectively uses its resources. Improving on those areas can bring efficiency and effectiveness to the organization.

Finally, the central recommendation was that organization needs to ass its organizational structure impacts and gaps, and restructures itself accordingly with its current duties and responsibilities in order to accomplish its goal and to perform better.

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**APPENDIX A**  
**St. Mary University**  
**School of Graduate Studies**  
**Department of General MBA**

**Questionnaire**

**Objective**

Dear respondent, thank you very much for being a volunteer and for taking your time in filling up this questionnaire.

The questionnaire is to be filled up by CHSA staffs to get your highly valuable input. It is designed to examine the Effect of the organizational structure to the organizational performance of CHSA. The research is being conducted as partial fulfillment of the requirement for the degree of master of business administration.

**General Instruction**

The questionnaires are designed in a five point. Pleas indicate your opinion by Marking on the appropriate number and give your answers for open ended questions in the blank space. Please do not write your name

**Confidentiality**

The researcher ensures you that the research is only for academic purpose. Therefore your honest and timely response is very crucial for the successful completion of the research.

**Part. I Demographic information**

**Please put (\*) mark in a box corresponding to a scale which bet reflect your information.**

1. Gender

Male  Female

2. Age:

1. 15-20  2. 21 – 30  3. 31- 40

4. 41-50  5. 51-60  6. 60 and above

3. Educational level
1. Primary school and complete     2. Certificate     3. Diploma   
 4. First degree     5. Second degree     6. above masters
4. Direct work experience with the current position
1. 1 – 2     2. 2 – 3     3. 3 - 4   
 4. 5 – 6     5. 7 - 8     6. 9 and above
5. How long have you been working in CHSA?
1. 1 - 2     2. 2 - 3     3. 3 - 4   
 4. 5 - 6     5. 7 - 8     6. 9 and above

**Part. II Perception about organizational structure of CSOA**

**Pleas indicate the following by marking (\*) on the spaces in front of the response options**

The scale number designed to measure your perceptive in relation with each question and it's interpreted as follows.

1. Strongly Agree (SA)    2. Agree (A)    3. Neutral (N),  
 4. Disagree (D),    5. Strongly Disagree (S D),

• **Task routine**

Section one; your understanding about the relationship between organizational structure dimensions and organizational performance.	SA	A	N	D	SD
	1	2	3	4	5
Staffs at CHSA are highly specialized					
Staffs at CHSA are low specialized					
There are numerous divisions/departments in the organization					
Number of divisions/departments in the organization are small					
Organizational tasks are subdivided in to separate jobs					
Organizational tasks are not clearly subdivided in to separate jobs					

- **Formalization**

Section two; your understanding about the relationship between organizational structure dimensions and organizational performance.	SA	A	N	D	SD
	1	2	3	4	5
Job tasks are defined by formal regulations and procedures					
Job tasks are not defined by formal regulations and procedures					
The rules and procedures are written to standardize operations in organizations					
Workers are provided with rules and procedures					
Workers are not provided with rules and procedures					

- **Professionalism**

Section three; your understanding about the relationship between organizational structure dimensions and organizational performance.	SA	A	N	D	SD
	1	2	3	4	5
Assign appropriate professional person for a significant position have an effect on organizational performance					
Every positions at CHSA are occupied by professionals/experts					
Every positions at CHSA are not occupied by professionals/ experts					
Some significant positions are occupied by professionals and some are not professional/ experts					
The level of formal education and training of employees at CHSA is high					
The level of formal education and training of employees at CHSA is low					

- **Standardization**

	SA	A	N	D	SD
	1	2	3	4	5
Section four; your understanding about Standardization of Works					
Standardization of activities has a direct effect on organizational performance					
CHSA sets standard for each work conducted in the organization					
Every work at CHSA is evaluated by its standards					

- **Span of control**

	SA	A	N	D	SD
	1	2	3	4	5
Section five; your understanding about the relationship between organizational structure dimensions and organizational performance.					
Number of employees reporting to one manager are many					
Number of employees reporting to one manager are small					
The authority that describes who reports to whom is clearly know					
The authority that describes who reports to whom is not clearly know					
The controlling system (span of control or hierarchy) of the organization is rigid/strong					
The controlling system (span of control or hierarchy) of the organization is not rigid/weak					
The controlling system (span of control or hierarchy) of the organization is moderate					

**•Decision making**

Section six; your understanding about the relationship between organizational structure dimensions and organizational performance.	SA	A	N	D	SD
	1	2	3	4	5
There is concentration of decision makings at the upper level of managers at CHSA					
There is a delegation of power for different level managers to make a decision at CHSA					
There is no delegation of power for different level managers to make a decision at CHSA					
Employees are allowed to make their own decision when they are performing tasks					
Employees are not allowed to make their own decision when they are performing tasks					

Section six: your understanding about the relationship between organizational structure dimensions and organizational performance.	SA	A	N	D	SD
	1	2	3	4	5
Regularly decision making in the organization are made with high uncertainty					
Regularly decision making in the organization are made with low uncertainty					
Regularly decision making in the organization are made with certainty					
Staff rotation is the factor for the inconsistent decision making at CHSA					
Staff rotation is not the major factor for the inconsistent decision making at CHSA					

**Part. III Perception about level of organizational performance of CSOA**

**Pleas indicate the following by marking (\*) on the spaces in front of the response options**

**Measuring organizational performance (Effectiveness and Efficiency)**

**Effectiveness**

Section seven; your understanding about the organizational performance.	SA	A	N	D	SD
	1	2	3	4	5
CHSA effectively uses its human resource in order to achieve its predetermine goals					
CHSA effectively does not uses its human resource in order to achieve its predetermine goals					
CHSA effectively uses its Physical assets in order to achieve its predetermine goals					
CHSA effectively does not uses its Physical assets in order to achieve its predetermine goals					
CHSA effectively uses its time period in order to achieve its predetermine goals					
CHSA effectively does not uses its time period in order to achieve its predetermine goals					

## Efficiency

Section seven; your understanding about the organizational performance.	SA	A	N	D	SD
	1	2	3	4	5
CHSA does communicate the vision of the organization to its employees & their buy in of the mission					
CHSA does not communicate the vision of the organization to its employees & their buy in of the mission					
There is employee commitment at CHSA					
There is no employee commitment at CHSA					
There is leadership effectiveness at CHSA					
There is no leadership effectiveness at CHSA					
There is communication effectiveness at CHSA					
There is no communication effectiveness at CHSA					
There is sense of accountability for results at CHSA					
There is no sense of accountability for results at CHSA					
There is customer centricity at CHSA					
There is no customer centricity at CHSA					
Customers are satisfied by the service delivery of CHSA					
Customers are not satisfied by the service delivery of CHSA					
The organization is growing for the past consecutive years					
The organization is not growing for the past consecutive years					
The organization is open for any positive external environment ( easily acceptance and implementation of any new Technological advancement and organizational management or leadership style changes) changes					
The organization is closed for any positive external environment ( easily acceptance and implementation of any new Technological advancement and organizational management or leadership style changes) changes					
There are innovations at CHSA which makes the work (service delivery) easy and fast					
There are no innovations at CHSA which makes the work (service delivery) easy and fast					



## **APPENDIX B**

### **Interview questions**

1. Does the organization conduct any study to know the effect of its structure to its performance?
2. What was the result of the previous organizational structure to the organizational performance?
3. What does the organization doing to improve organization structure in order to fulfill its duties and responsibilities?

## APPENDIX C

### Regression

**Variables Entered/Removed<sup>a</sup>**

Mode	Variables Entered	Variables Removed	Method
1	Decision making, Professionalism, Span of control, Task Routine, Standardization, Formalization		Enter

a. Dependent Variable: Organizational performance

b. All requested variables entered.

### Model Summary

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.804 <sup>a</sup>	.647	.629	.17370

a. Predictors: (Constant), Decision making, Professionalism, Span of control, Task Routine, Standardization, Formalization

ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.677	6	1.113	36.885	.000 <sup>b</sup>
	Residual	3.651	121	.030		
	Total	10.328	127			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Decision making, Professionalism, Span of control, Task Routine, Standardization, Formalization

**Coefficients<sup>a</sup>**

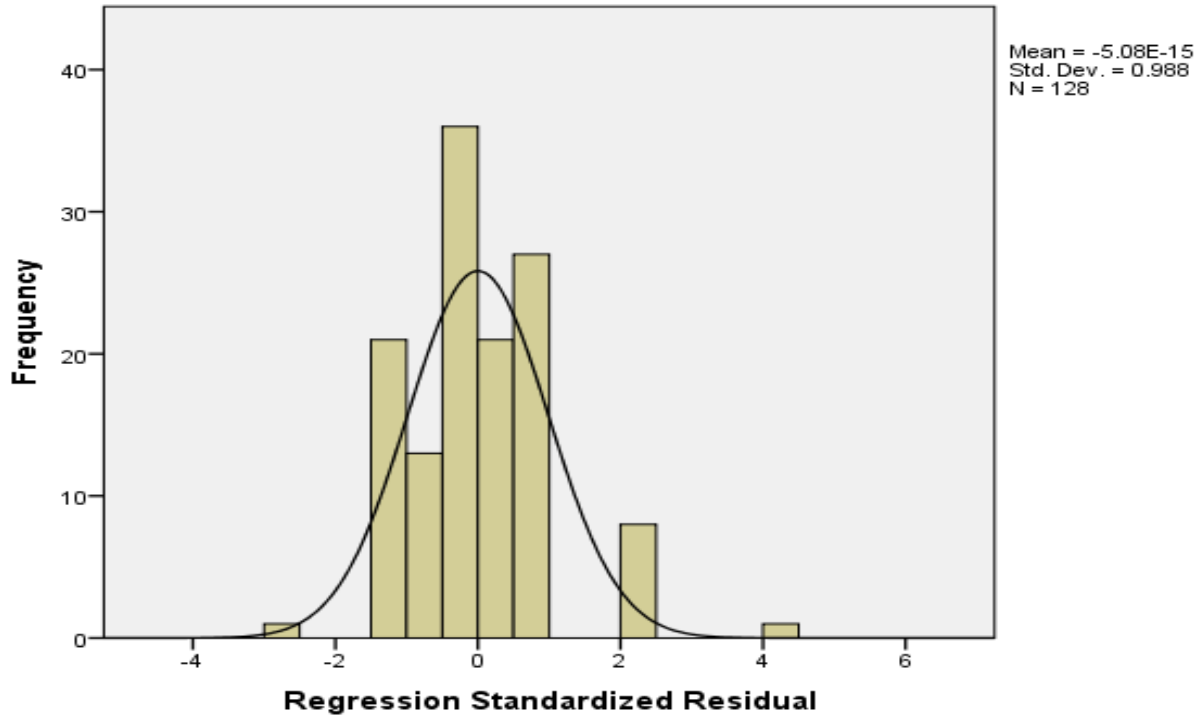
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.710	.219		3.248	.002
	Task Routine	.348	.074	.350	4.687	.000
	Formalization	.106	.054	.147	1.946	.054
	Professionalism	.012	.054	.016	.221	.825
	Standardization	-.053	.057	-.065	-.922	.359
	Span of control	-.207	.064	-.201	-3.255	.001
	Decision making	.570	.060	.581	9.433	.000

a. Dependent Variable: Organizational performance

# APPENDIX D

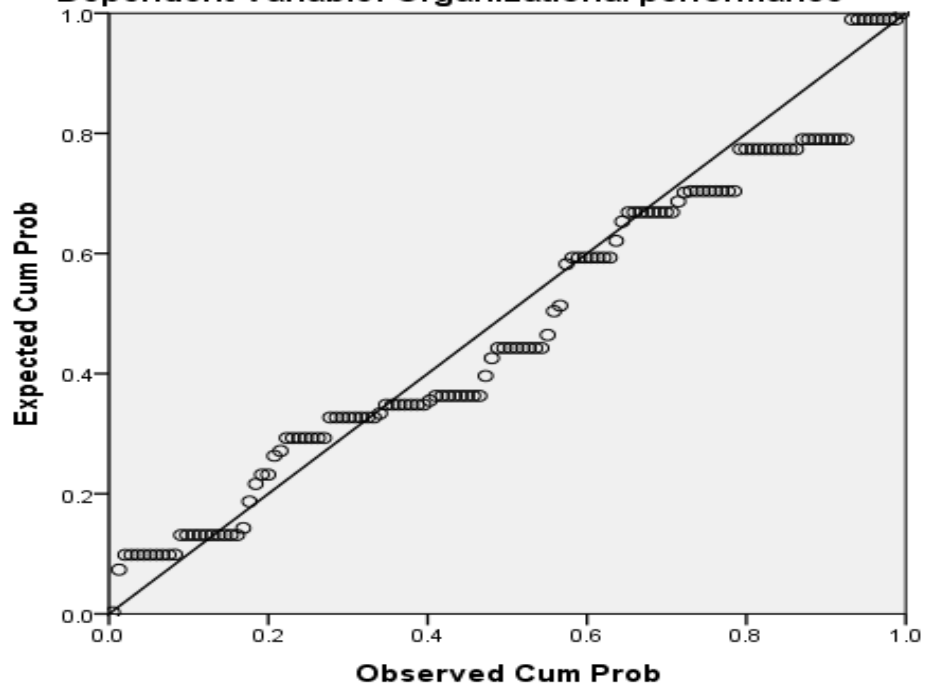
## Histogram

Dependent Variable: Organizational performance



## Normal P-P Plot of Regression Standardized Residual

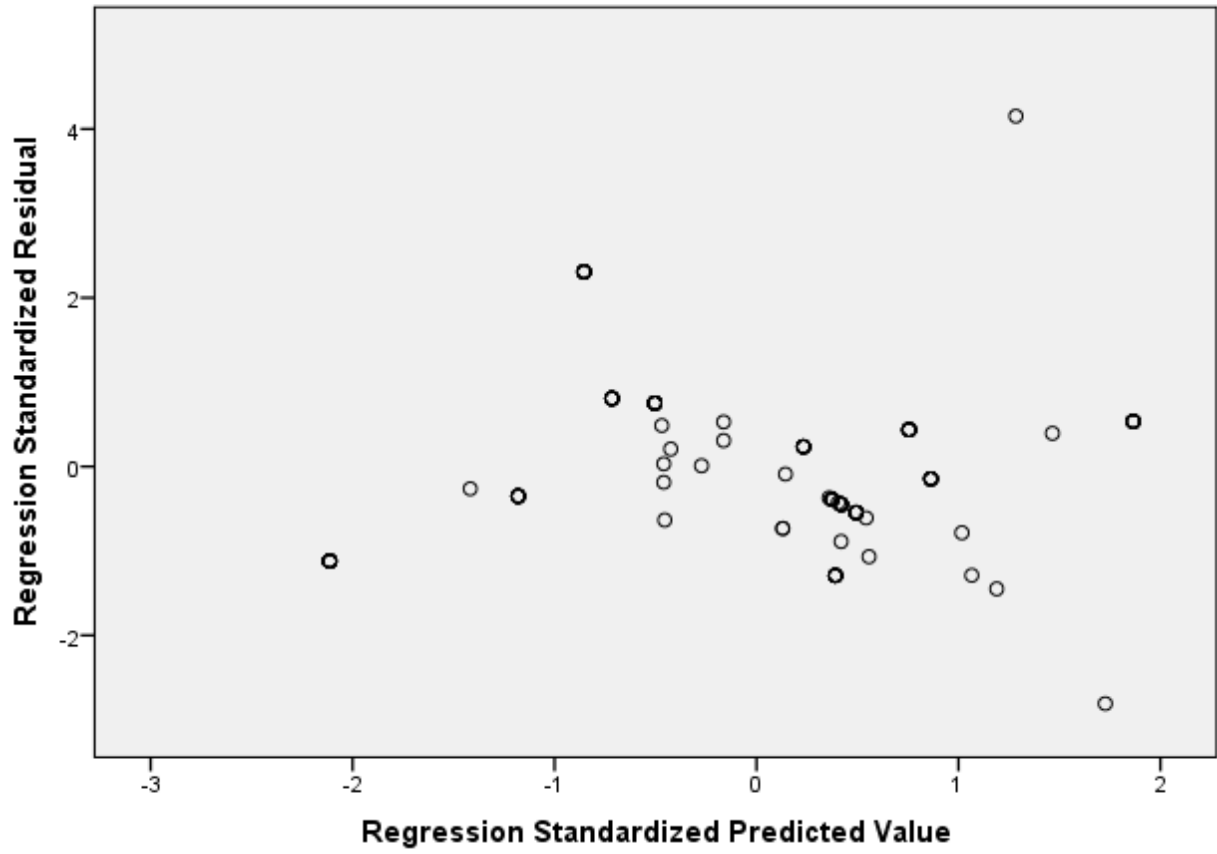
Dependent Variable: Organizational performance



## APPENDIX E

### Scatterplot

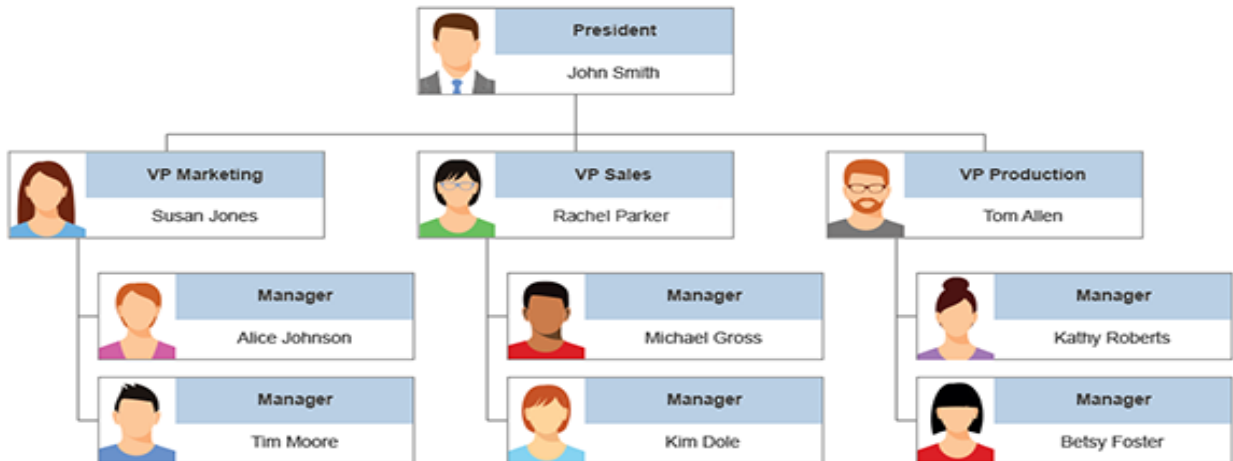
Dependent Variable: Organizational performance



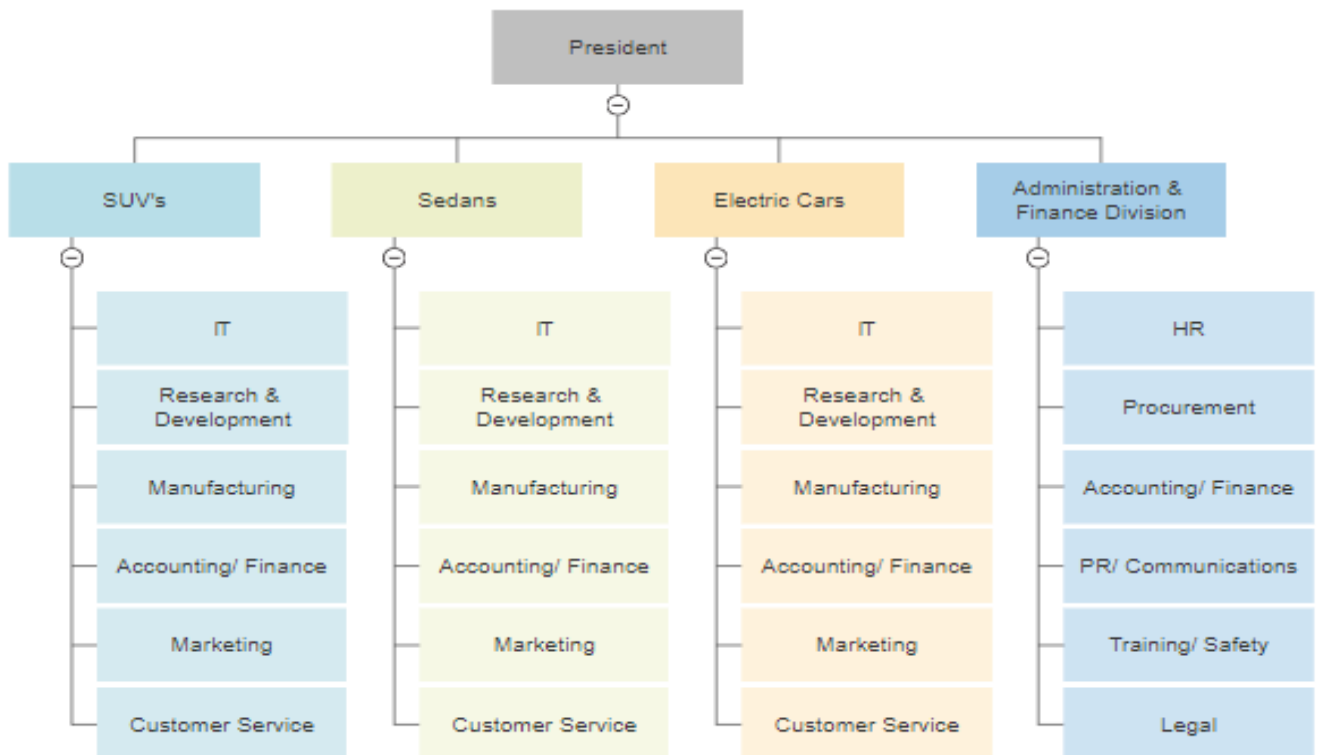
## APPENDIX F

### Types of organizational chart

#### Functional Top-Down Organizational Chart

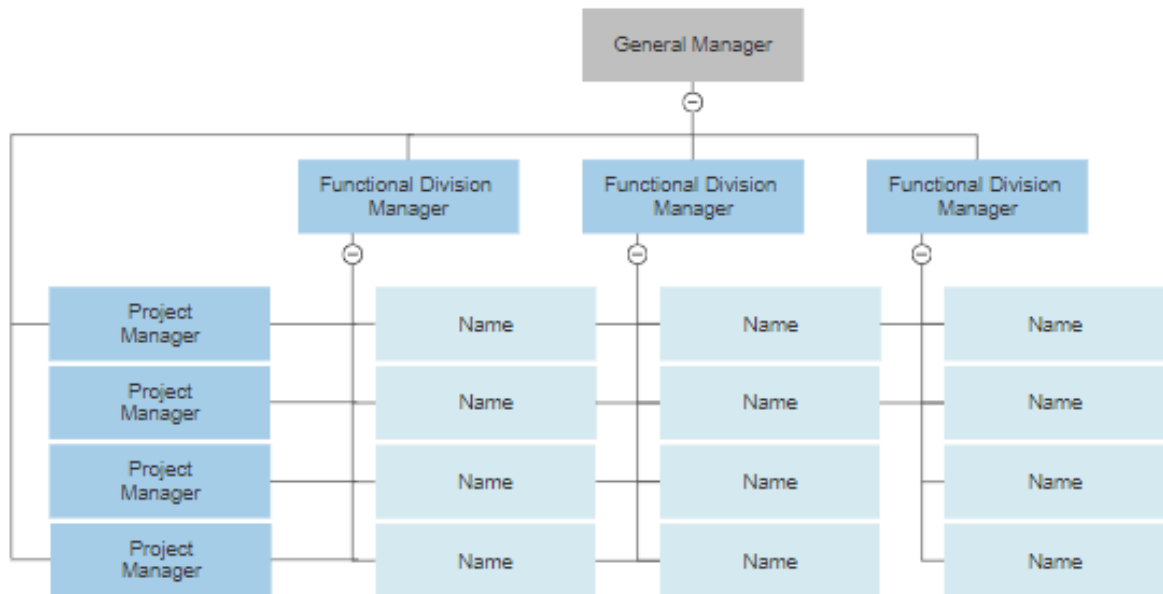


#### Divisional Organizational Chart

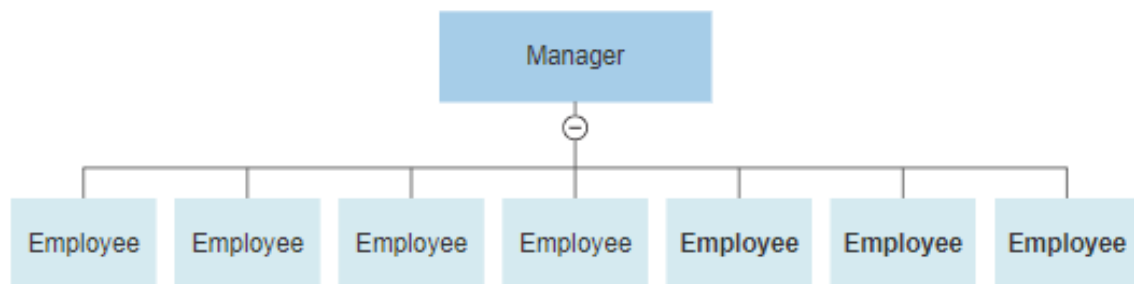


## APPENDIX G

### Matrix Organizational Chart



### Flat Organizational Chart



APPENDIX H

የበጎ አድራጎች ድርጅቶችና ማህበራት ኤጀንሲ ድርጅታዊ መዋቅር

