



**An investigation of the role of organizational structure on
employee performance: the case of Bonakude Consulting**

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of**

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Studies**

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DECLARATION

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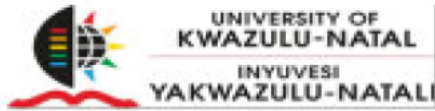
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ABSTRACT

Organizational structure is a common foundation that can be a source of primary output. The purpose of this study is to assess the role of organizational structure in the performance of employees of a consulting firm, Bonakude. Understanding the role of structure in employee performance is important because it allows organizations to make strategic decisions that help them cope with the changing business environment.

The study adopted a qualitative methodological approach using non-probability purposive and snowball sampling procedures to select a total sample size of nineteen participants from the target population of thirty-two, all based at Bonakude Durban Office. The email interviews provide a detailed account of a specific phenomenon and an individual's reality. The participants' responded in their own time and space, giving the participants' plenty of opportunity to respond to the questions. The research's goal and objectives were clearly explained through email, with information sheets being sent to all participants. Prior to receiving questions through email, the researcher supplied participants with informed consent letters, which they signed. The researcher analyzed the data using thematic analysis which is the qualitative method to analyze and report on the themes within the data. Thematic analysis was appropriate to this study because of its nature in identifying and understanding the knowledge and experience of the participants through examining the patterns present within the data

According to the findings of the study, the organizational structure affects the performance of employees; a poor organizational structure result in low productivity, and demotivated staff, it affects worker morale, which affects their performance. Findings also revealed that a good organizational structure improves employee performance and stimulates people to work hard, leading to increased output. Therefore, management must obtain the skills to create organizational structures capable to improve staff morale. The study concludes that organizational structure has a significant effect on employee performance hence it is vital for organizations to pay attention to how they are structured. This study contributes to the existing literature in the field of organizational structure effectiveness. The study results are based on a practically evaluated current existing organizational structure.

Keywords: organizational structure, employee performance, covid19 on structure, technological environment, individual performance

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CHAPTER ONE

THE BACKGROUND AND OVERVIEW OF THE STUDY

1.1 Introduction

One of the most valuable assets in any firm is the people that work there. Staff effectiveness and co-ordination achieve organizational goals. Effective and efficient leadership and management processes, and staffing are important to ensure business integrity, accountability, and sustainability. The management systems in place must ensure that the organizational structure is successful in achieving the organization's business objectives. These structures have been constructed and are theoretically based. It is presumed by Maquire (2013) that because theory claims that a particular organizational structure is effective in a particular type of an organization, then it should work at most, if not all, similar organizations. The study conducted aimed at highlighting the role the organizational structure has on employee performance.

The major goal of this research is to evaluate the impact of structure on employee performance with a focus on Bonakude Consulting Firm (known as Bona people). The research focuses on the impact of organizational structure on employee performance. The research is limited to Bonakude Consulting personnel in Durban, KwaZulu-Natal. The first chapter establishes the groundwork for the research and briefly discusses the motivation behind the research. This chapter discusses the problem description, the objectives to be met, and the research questions to be answered. The fundamental principle is briefly explained before being examined in greater depth in Chapter 2. The impact of structure on staff performance that the Bona employees could face is discussed. In succeeding chapters, the major focus of the study is on the known and undiscovered difficulties concerning the structure of an organization. The research's limitations are discussed, as well as an outline of the report's format.

1.2 Problem Statement

McNamara (2018) says that the environment in which businesses operate has become increasingly complicated, volatile, and uncertain. Increased global competition and competitors, technological innovations, new or different government and international regulations, economic and social restructuring, growth (as a result of success), the

changing nature of the workforce, the ecological dilemma with increased attention on the environmental impact of organizational practices, and shifts in client and stakeholder expectations are some of the factors that have caused changes in this environment (Zeng, Yeng & Mclean, 2020).

Only those businesses that can react swiftly and effectively to shifting environmental conditions will be able to thrive (Zeng, Yeng & Mclean, 2020). To stay in business, businesses must adapt to change in order to stay in synchrony with the changing environment. According to Louw and Venter (2014), most organizations employ structure to achieve organizational goals. However, a planned structure does not eliminate the environment's internal and external difficulties (Zheng, Yang, & McLean, 2016). As a result, understanding and promoting the fulfilment of the organization's goals is critical for both managers and employees. If employees are unaware of the organization's overarching aims and goals, the negative consequences will be poor employee performance, which will result in the organization's strategic goals not being met. Most studies that focus on organizational performance such as studies by; Funminiyi (2018), Nene and Pillay (2019), Shabbir (2017) and Ezejiofor and Ezekwesili (2021) ignore the function of organizational structure in influencing employee performance and focused on huge organizations, neglecting the reality that the influence of structure on employee performance may also be discovered in small private businesses like Bonakude. However, this study focuses on the impact of structure in influencing employee performance in a small private organization.

Given the importance of structure to a company's performance, survival, and sustainability, as well as the auditors' sector's contributions to the economy, this study deemed it necessary to investigate whether appropriate structure is a critical success factor for Bonakude Consulting's success and the extent to which it has aided employee performance. The study also addresses a gap by determining the impact of covid19 on structure and individual performance at Bonakude and determining the technological environment that is suitable for Bonakude organizational structure. Importantly, the study's goal was to contribute to current academic discussions. The study did not seek to analyze the complicated causalities of academic capitalism, nor was it an effect study. The goal of the research was to learn more about the impact of organizational structure on employee performance.

1.3 Background of the study

Bonakude has a ten-year record of accomplishment by providing consulting, accounting, auditing, and training services. Chartered Accountants CA (SA), Registered Auditors (RA), Certified Internal Auditors (CIA), Tax Practitioners, Certified Information Systems Auditors (CISA), Certified Information Security Managers (CISM), ACL Certified Data Analysts (ACDA), and Accredited Training Facilitators make up Bona People, their dynamic team of professionals. The corporation actively supports many organizations and activities that help in the development of communities where they operate as part of their Corporate Social Responsibility (CSR) policy. There is hardly any business that does not have profit and expansion as its primary goal. The proportion of market share captured, and clients serviced are the primary indicators of a company's growth (Malik, 2017).

Employees are positioned in distinct strategic positions to implement the strategies and to pursue the organization's objectives after selecting how to approach markets and consumers. Structuring is the process of placing organizational members in strategic positions of responsibility and power with the goal of attaining organizational objectives. As a result, organizational structure is necessary for the continued existence of any organization. Designing a structure that meets the demands of the corporation is a significant problem since the organization's performance is determined by its structure.

According to Williams (2014), there is a link between organizational structure and strategic planning. However, every structure has benefits and drawbacks, including the type of organization. In Bonakude, consulting determines structure, this study creates a research framework that evaluates links between numerous structural variables and employee performance. The number of levels in the organization's hierarchy, the nature of formalization, the nature of internal and external barriers that exist in the organization and the type of technology (appropriate) chosen by the organization are all considered. The supervisor's rating, quality and quantity, target achievement, efficient and effective, dependable and eager, and aptitude and capability are all indicators of an employee's success.

1.4 Aim of the study

The aim of this study is to assess the role of organizational structure on employee performance at Bonakude consulting firm.

1.5 Research Objectives

- a) To establish the role of the number of layers in the organizational structure on the performance of Bonakude Consulting.
- b) To determine the role, nature and impact of formalization structure on the performance of Bonakude Consulting.
- c) To investigate the role of loose internal and external boundaries on the performance of Bonakude Consulting.
- d) To determine the impact of covid19 on structure and individual performance at Bonakude Consulting.
- e) To determine the technological environment that is suitable for Bonakude Consulting organizational structure.

1.6 Research Questions

- a) What role do the number of layers in the organizational hierarchy play on the performance of Bonakude Consulting?
- b) What is the nature and impact of the formalization of structure on the performance of Bonakude Consulting?
- c) What role do loose internal and external boundaries of structure play on the performance of Bonakude Consulting?
- d) What is the impact of COVID-19 on structure and individual performance at Bonakude Consulting?
- e) What technological environment is suitable for Bonakude Consulting organizational structure?

1.7 Significance of the study

This research aims to shed light on the impact of organizational structure on employee performance. It is used to determine how well workers understand the organization's structure and if they are content with the present structure at Bonakude. Although there has been research and theory on the influence of structure on employee performance and purpose (Sun, Zhao, & Fan 2012), there are always internal and external elements that influence employee success in any organization (including Bonakude). These elements can be either positive (leading to enhanced performance and efficiency) or negative (leading to reduced performance and efficiency) (which may lead to decreased employee morale and decreased productivity). Interviews with personnel

from various divisions of the Bonakude main office in Durban are used to gather primary data. At Bonakude, recommendations are made to address the role of structure in employee performance issues. Furthermore, this study should draw more attention of future research towards this important field. This is an interesting field for research because it determines the success of business organizations, the impact of Covid19 on structure and individual performance at Bonakude, and the technological environment that is suitable for Bonakude organizational structure.

1.8 Chapter outline

Chapter 1: INTRODUCTION. This chapter looked at the background information and the organization in which the research was undertaken. The problem researched is discussed in detail and research objectives as well as the scope and limitations of the study are highlighted.

Chapter 2: LITERATURE REVIEW. This chapter covers the review of the relevant subject matter as found in various literature sources, books, journals, internet, and other sources.

Chapter 3: RESEARCH METHODOLOGY. This chapter discusses the different research methods employed in fulfilling the research objectives and answering research questions. It entails a description of the research design, research methods, research instruments, population, reliability, validity, limitations and ethical considerations of the study.

Chapter 4: FINDINGS AND DISCUSSION. This chapter presents the findings of the study and discussions on all data gathered in the research process.

Chapter 5: CONCLUSIONS AND RECOMMENDATIONS. This chapter presents the conclusions and recommendations of the study. It also addresses the research objectives, limitations and suggestions for future research.

1.9 Conclusion

This chapter provides an overview of the study, including an introduction, background information, a problem statement, the study's goal and importance, research methods, and a chapter structure. The primary goal of structure is to assist the organization in achieving its objectives. It brings members of the organization together and divides their responsibilities. The structure also contributes to the system's seamless and

efficient operation. Every firm has a basic framework. The purpose of deciding on an organizational structure is to identify relationships, lines of authority, and communication channels in the most advantageous way for the firm or organization. There are some recommendations that may be helpful, but there are no hard and fast rules that specify which structure is best for a certain business.

Organizational structure has an effect on individuals' attitudes and behaviors. It is influenced by the manager's personal preferences for ways of relating to subordinates and other managers, and ways of attacking problems. Organization structure refers to the arrangement of tasks, interrelations of various departments and levels of authority to achieve co-operation of efforts, delegation of authority and effective communication along the scalar chain of command. Organizational structure is a system used to define a hierarchy within an organization. It identifies each job, its function and where it reports to within the organization. This structure is developed to establish how an organization operates and assists an organization in obtaining its goals to allow for future growth.

CHAPTER TWO:

LITERATURE REVIEW

2.1 Introduction

This chapter examines relevant literature sources to the research problem, such as the number of levels in the hierarchy, the type of formalization, internal and external boundaries, and technology. The goal of the literature review is to investigate the underlying theory behind the aforementioned subjects in order to support the study findings and any recommendations that may be made to assist Bonakude Consulting in overcoming the challenges they face when developing and implementing a structure or performance. This chapter focuses on the theoretical underpinnings that drive this investigation before conducting a variable pairwise review of literature. The organizational structure of a company serves as a framework for defining its hierarchy (John, 2017). Each employee's position within the company, as well as their role and who they report to, is identified (Bock, 2020). An organizational structure is created to define how an organisation operates and aid in achieving its goals and objectives (John, 2017). The organizational structure describes how tasks are assigned, managed, and coordinated to achieve each goal. Furthermore, it functions as a viewing glass or perspective through which employees can view their company and its surroundings (Bock, 2020).

2.2 Organizational Structure

In organizational structure is defined as the formal system of authority, relationships, and tasks that control and coordinate employee actions and behavior in order to achieve goals (John, 2017). It describes the formal organization of jobs and tasks in organizations (Tran & Tian, 2013); the delegation of authority and responsibility; and the manner in which management implements rules and regulations. According to Funminiya (2018), organizational structure entails clarity of task responsibilities, which allows for harmonious work relationships among employees. Different designs or structures can help or hinder different strategic objectives and aid or hinder employees in their roles because organizational structure influences how workflows in a company work. Structure can also influence how strategies are developed. The organizational structure is the method by which jobs are formally divided, grouped, and coordinated (Davies, 2017). It is the organization's anatomy, serving as the foundation upon which organizations operate.

An organizational structure is defined as a system that specifies how job responsibilities are officially divided, organized, and coordinated within an organization, says Wikipedia (Davies, 2017). This study defined organizational structure as a system that dictates how tasks are officially structured and coordinated within a group that is purposefully organized to fulfill a shared objective (McNamara, 2018). Each department or division within an organization makes a direct contribution to the overall performance of the organization, emphasizing the importance of analyzing each department's performance to determine the impact it has on overall performance. The company's goal is to create a company in which all divisions work toward the same goals.

According to Shields (2016) two fundamental organizational frameworks are mechanistic structures and organic structures. The organic structure is thought to be less formalized, with a high degree of specialization and administrative intensity, whereas the mechanistic structure is thought to be more formalized, with a lower degree of specialization and administrative intensity. Because most organizational structures are fixed processes, changing them is a lengthy process that cannot be tailored to all internal changes, especially temporal or short-term changes. To ensure that an organization's organizational structure is always operational, it must be flexible and/or adaptable to changing circumstances. The structure of an organization has an impact on how workflows work; different designs or structures can help or hinder

strategic objectives, as well as aid or hinder employees in their roles (Zheng, Yang, & McLean, 2016).

Similarly, the structure dictates how strategies are designed to aid in evaluating employees' performance. Many studies show that the number of layers in the hierarchy, the nature of formalization, loose/blurred internal and external boundaries, and appropriate technology, standardization, productivity, and efficiency are all important aspects of organizational structure (Zheng, Yang, & McLean, 2016). If not placed properly, these dimensions can make or break the effect of structure on employee performance.

Despite this renewed interest, empirical research on structure continues to overlook an important discovery made by early organizational theorists: that formalization and centralization are likely to fluctuate over the course of an organization's life (Zheng, Yang, & McLean, 2016). As a result, the fundamental question of how organizational structures evolve over time and whether there are optimal levels of structural dimensions remains unexplored. Addressing this critical organizational issue aids in limiting managerial discretion and determining the best structural layout to allow for work.

2.2.1. Challenges within an Organizational Structure

Determining challenges within an organizational structure is critical for one to recommend an alternative for an already existing organizational structure. According to Khaleghi, Khamis, Karray, & Razavi, (2013), organizational structure plays an important role in the success of the organization. An organizational structure must be clear to everyone to avoid confusion about the reporting protocol and the actual approach to the functioning of the organization (Davies, 2017).

Organizational structures are established to define each department's responsibilities, specify each department's goals, and contribute to the overall organizational performance and goals (Root, 2017). According to Root (2017), is the emergence of various groups' mindset amongst departments, in which one group views itself as independent of the others rather than co-operating for the greater good of the organization. New management, according to Marrone (2017), can also provide issues to an organization's structure. If there haven't been any management changes in many years. Hill and Bartol (2016) add, the organization may come to settle into doing things

in a specific way. Changes in management, on the other hand, might provide problems to the organization's structure if the new leadership does not follow the prior leadership's management style. Chun, Cho, and Sosik (2016) identify efficient communication inside an organization as one of the most important characteristics of any business environment. New ideas and procedures might get confusing without communication, according to Marrone (2017). This might lead to a misalignment of the organization's goals. As a result, if departments do not communicate effectively, the efficacy of the organizational structure may suffer. Finally, according to Root (2017), an organizational structure is only as successful as the entire organization uses it appropriately.

2.3. Organizational Performance

Performance was defined as a whole attempt to achieve a certain goal in research done by Balci, Calik, Karadeniz, Sahin, Ugurlu, and Aydin (2016). Performance with reference to function is related with the terms, frequency, productivity, and output and is considered as a result of the interaction between individual talent and motivation (Balci et al.2016). Organizational performance, is the total output of an employee as a result of certain processes, including job attitude and organizational behavior (Zheng, Yang, & McLean, 2016). According to Dusing (2017), organizational performance is a broad phrase that refers to an assessment of an organization's overall success or health. Organizational performance is important to determine whether the organization is reaching its goals or fulfilling its objectives. Root (2017), indicated that organizational performance or effectiveness mainly reflects a construct perspective in which the focus is on the definition of the concept in terms of assessment and conceptualization. In the context of this study, the criticality of organizational performance was at the heart of the overall objectives. Teece (2018:18) emphasized that higher performance is contingent on the capability of the organization to cope with innovation, protect, and use intangible knowledge assets in a way that they will give benefits to the organization. Furthermore, organizational performance can also be defined as the process of making sure that the organizational resources are being properly used and involve all the actions or activities performed by the managers of different levels in the organizational hierarchy, in order to measure the extent to which an organization has achieved its objectives (Andrea & Afifi, 2010).

One of the organizational performances is influenced by the leadership style. Arif and Akram (2018) concluded that transformational leadership affects organizational performance through organizational innovation's mediating role. Toufaili (2017) adds that transformational leaders prioritize subordinates' involvement, resulting in higher efficiency and satisfaction, leading to managerial and organizational performance.

Ahmad and Ejaz (2019) added that a transformational leadership style positively influences organizational performance. Birasnav (2014) argues that leaders use values and ideologies that motivate their subordinates to specified achievement levels. In addition to the transformational leadership style, there is also a transactional leadership style. Ahmad and Ejaz (2019) concluded that transactional leadership has the highest impact on organizational performance, followed by transformational leadership styles.

According to Haq and Chandio (2017), in order to improve organizational performance, the transformational leadership style emphasizes the effectiveness and efficiency of employees, assesses organizational structure, motivates employees by providing rewards and punishments to employees, follows strict rules and regulations, and monitors employee performance in the organization carefully. Organizational performance is inseparable from organizational structure.

2.3.1. Relationship between Organizational Structure and Organizational Performance

The organizational structure has been created in such a way that it will benefit the organization's overall performance. Avdelidou-Fischer (2015), emphasized the importance of measuring organizational performance and emphasized the importance of an organizational structure because it is the vehicle through which managers can coordinate the activities of the various functions or divisions to fully exploit their expertise and capabilities. An organizational structure, according to Avdelidou-Fischer (2015), is essentially the process through which organizations officially divide, organize, and co-ordinate job functions. Any organization's organizational structure must be in accordance with the organization's core objectives in order for it to be effective and efficient. According to a research by Khaleghi, Khamis, Karray, & Razavi, (2013), organizational structure has a key impact in an organization's success. A successful organization generally adopts a horizontal and less convoluted structure,

Khaleghi et al. (2013) added. The goal of the study was to determine the link between an organization's formality, complexity, and focus and its performance.

According to Khaleghi et al. (2013)'s findings, while there were some beneficial benefits from formality and focus on organizational performance, there was no evidence of any probable influence from the structure's complexity on organizational performance. In this study, the organizational structure had a significant impact on departmental performance. In comparison to a vertical or hierarchical organizational structure, a horizontal structure is more successful when it comes to performance measurement. Ostroff (2015) backed up this claim, stating, the horizontal organization enhances the knowledge of the overall advantages of their job inside the organization. In essence, many organizations examine their organizational structures on a regular basis to guarantee that the structure in place is the most effective and efficient at any given time.

2.3.2 Employee Performance

Performance evaluation refers to the process of documenting and assessing an employee's job performance (Zheng, Yang, & McLean, 2016). Performance evaluation is a systematic and ongoing process that compares an individual's work performance and efficiency to predefined criteria and objectives (Zheng, Yang, & McLean, 2016). Performance evaluation is essential for ensuring that employees' actions are consistent with the company's goals. Management by objectives, psychological evaluations, assessment centers, and 360-degree feedback are all methods for assessing performance.

There is no widely accepted definition of performance (Brhane and Zewdie, 2018). As a result, the concept of performance has been recognized from a variety of perspectives. Performance, for example, is the process of converting an input into an output with the goal of achieving a specific result. Employee performance, is a set of workforces behaviors that can be investigated, measured, and evaluated at the individual level of performance. Employee performance can also be measured and evaluated (Brhane and Zewdie, 2018). Performance can be measured using a combination of quality, quantity, time, and cost (Zheng, Yang, & McLean, 2016). Employees' job performance is determined by what they do or do not do in the first place.

According to Brhane and Zewdie (2018), achievement is related to productivity quantity and quality, productivity timelessness, appearance rather than achievement, and the effectiveness of the work accomplished. From an organizational standpoint, employee performance is typically defined as how individual employees of an organization contribute to the achievement of the organization's goals. Attendance at work, assigned tasks, and organizational behavior, can be used to assess some aspects of performance. Staff performance in Bonakude Consulting may be highlighted as an act of duty by staff, as required by their stakeholder for efficient service delivery.

According to Armstrong and Taylor (2014), performance assessments are a practice standard that defines the types of jobs available and regulates engagement rates in order to attract and retain the right workforce on demand. The primary goal of performance evaluation practices is to assist organizations in making decisions and drawing conclusions about salaries, promotions, training needs, feedback, and employee perceptions of well-performed work (Majumder, 2012; Cheng, 2014).

The performance rating system, according to Majumder (2012:09), is used as a tool in the rewards and awards process. It was also used to assess employees' strengths and development needs. Although conducting a performance evaluation is costly, organizations continue to do so because it is necessary. Bonuses, training requirements, and specific administrative decisions that determine staff promotion all contribute to career inspiration and commitment to the company (Kadiresan et al., 2015). This study classified five key Human Resource Management (HRM) practices that focused on the performance rating system's drivers: training, monetary rewards, promotions, recognition, and feedback.

The literature supporting performance evaluation recognizes many program goals. Employee training requirements are the deciding factor in this case. The process of learning a succession of programmed behaviors (Zheng, Yang, & McLean, 2016). This is a knowledge application that attempts to improve employee performance in current work while also preparing them for the desired task. According to Edralin (2011:78), this is a critical component of the strategy to incorporate into the operational approach. The core driving force of education is the understanding, activities, and knowledge of the workforce to further accelerate the achievement of the organization's goals, indicating that it is for the purpose of supporting and strengthening general skills.

Employee training allows people to grow and gain more confidence and expertise in their field.

Assessing an employee's performance in his or her current job is one way to determine his or her aptitude or qualifications for a senior position (Atakpa, Ocheni & Nwankwo, 2021). According to Setlzer (2015:67), a person who is capable of devoting himself or herself to his or her duties and researching in good faith can reasonably guarantee that he or she will acquire a responsible position.

Studies on loyalty have used Hirschman's (1970) analytical context to interpret it as either an attitude that encourages expression (voice) and discourages departure (exit) from the organization, or as an alternative form of behavior to both voice and exit (Guillon & Cezanne, 2014). According to Setlzer (2015) proposed five cost categories in their study: separation costs, recruitment costs, selection costs, hiring costs, and loss of productivity costs. Based on these five categories, they created computer software to simplify labour turnover cost calculations. Their study revealed unpredictably high labour turnover costs and emphasized the responsibility of managers and human resources (HR) authorities in retaining staff through practices other than financial benefits (Ineson, Benke, & Laszlo, 2013). According to Ineson, Benke, and Laszlo (2013), the organization's efforts in reviewing the relationship between employee satisfaction, customer satisfaction, efficiency, and financial performance revealed the following points: Employees who are grieving have low efficiency and a high absence rate, whereas content employees are efficient, innovative, and loyal. Employees would be happier and more efficient if job satisfaction increased. Customer loyalty is influenced by employee satisfaction (Atakpa, Ocheni, & Nwankwo, 2021). In this study, Jawahar (2006) discovered that performance evaluation played a role in the relationship between employee satisfaction and employee loyalty. Because it is positively related to organizational commitment and negatively related to turnover intentions, performance evaluation is an important component of loyalty. Job satisfaction and organizational commitment are both examples of loyalty. A satisfactory appraisal system is also required to ensure consistent employee performance. The appraisal fairness provides employees with a sense of fairness, which increases employee satisfaction and organizational performance (Hassan, Nawaz, Abbas, & Sajid, 2013).

2.3.4 Employee Recognition

Danish and Usman (2017:16) described recognition as a way to provide workers with a particular position within an organization. According to Setlzer (2015), states that recognition methods consist of incentives, rewards, and benefits offered to workers recognizing his or her role in the organization. Researchers have also found that correct awareness and rewards are very important for attracting workers. Therefore, lack of cognition can lead to staff burnout (Ineson, Benke, & Laszlo, 2013). Khan, Waqas, and Muner, (2017) say that recognition appears to be officially attending a model meeting or informally tapping his back to increase self-esteem and staff well-being, with additional participation. It suggests that efforts can have an impact. However, approval of the workforce is given in exchange for good behaviour or decent work. It determines how workers' commitments and jobs are perceived and how grateful they are.

2.4 Linking Performance Feedback to Employee Performance

Feedback is the act of providing information about a particular attribute of an employee's ability to perform their job. Previous studies have shown that clarifying expectations and providing performance feedback can improve employee satisfaction and performance levels. In a study conducted by Paul, Abeguki, Hezekiah, and Ifiavor (2014), employees had a competitive placement of the institute if they received consistent feedback on performance when they were hired by.

According to Setlzer (2015), argue that the lack of communication between workers is an important factor in dissatisfaction with employment, which disrupts the efficiency of workers. This is usually the effect of administrative staff not having access to and not knowing how to communicate to staff on an individual or professional basis (Branham, 2005). Khan, Waqas, and Muner, (2017) found that if workers felt they neglected to provide feedback, they tended to work at a lower level, which inevitably impacts the excellence of the services provided to the community. Therefore, if your employees are not messaged with feedback on how they have achieved their performance against the goals they have set, they will be disappointed to see how they can improve their performance over the next period.

2.5 Relationship between Organizational Structure and Performance

The organizational structure is created in such a way that it will benefit the organization's overall performance. As cited in Avdelidou-Fischer (2015), Robbins and

Coulter (2001) emphasised the importance of measuring organizational performance and emphasised the importance of an organizational structure as the vehicle through which managers can coordinate the activities of the various functions or divisions to fully exploit their expertise and capabilities Avdelidou-Fischer (2015:76) An organizational structure, according to Avdelidou-Fischer (2015), is essentially the process through which organizations officially divide, organise, and co-ordinate job functions. Any organization's organizational structure must be aligned with its fundamental objectives in order for it to be effective and efficient.

Organizational structure defines how job tasks are formally divided, grouped, and coordinated. The structure of an organization usually features eight different elements: number of layers in the hierarchy, level of horizontal integration, centralization vs decentralization (Decision making), Departmentalization, standardization, unity of command, level of communication and formalization

2.5.1. Number of Layers in the Hierarchy

The more layers the organization has, the more complex the structure of the organization, the more complex the structure, the more difficult the co-ordination and integration of organizational system becomes. Okafor, Agbaeze and Obi (2017), suggested that fewer layers in the organizational hierarchy facilitates decision-making and facilitates employee performance.

The number of layers in hierarchy is the degree to which an organization has many versus few levels of management (Walton, 1985; Burns & Stalker, 1961). In a traditional command and control model, an expanding hierarchy may be a by-product of the systems and is justified by the need to control behaviour. However, in a commitment model, the management system tends to be flat, relies upon shared goals for control and lateral co-ordination, an influence on expertise and information rather than position, and minimises status differences (Walton, 2014). Okafor, Agbaeze and Obi (2017), state that employees organise self-directed work groups as part of this approach, so they can learn from each other, respond flexibly to changing markets, and provide value to customers. Ineson, Benke, & Laszlo, (2013), state that organic organizations have few layers in their hierarchy. The innovation literature generally assumes that hierarchical levels increase links in communication channels, making communication

between levels more difficult and inhibiting the flow of innovative ideas (Okafor, Agbaeze and Obi (2017),

2.5.2. Level of horizontal integration

The level of horizontal integration is the degree to which departments and workers are functionally specialised (namely, low level of horizontal integration) versus integrated in their work, skills, and training (namely, high level of horizontal integration) (Gerwin & Kolodny, 2018). In accordance with the spirit of the division of labour, industrial firms usually separate functional departments so work may be carried out in a sequential manner (Davenport & Nohria, 1994). In order to respond to the changing environment and to provide value to customers, workers in post-industrial firms are being brought together in autonomous work teams, cross-functional teams, and task forces (Gerwin & Kolodny, 2014; Walton, 2014). Workers are usually cross trained, so they understand the entire process better and are responsive to the changing needs of customers. As a result, organic organizations have high levels of horizontal integration (Gerwin & Kolodny, 2014).

2.5.3. Centralization vs Decentralization (Decision making)

The locus of decision-making is the degree to which decisions are made higher versus lower in the organizational hierarchy (Daft, 2015; Doll & Vonderembse, 2016; Walton, 2016). Walton (2016) states that firms operating under the control model of management emphasise management prerogatives and positional authority and allocate status symbols to reinforce the hierarchy. Firms operating in an uncertain environment should delegate decisions to the level where workers may quickly adjust to the changing situations and provide value to their customers (Doll & Vonderembse, 2015). When organizational uncertainty is high, strategic decision-making authority may be centralised (Paswan et al., 2014; Swamidass & Newell, 2014), but operational decision-making authority should be decentralised (Daft, 2011; Ruekert et al., 2011). The innovation literature generally assumes that centralisation is negatively related to innovation (Thompson, 2015), and this is supported through the meta-analysis of the innovation literature (Damanpour, 2015). An organic structure would decentralise decision-making to the greatest extent possible (Zammuto & O'Connor, 2014).

2.5.4. Departmentalization

Departmentalization is an organizational structure that separates people into groups, or departments, based on a particular set of criteria (Ahmed, 2017). These departments have their own leadership and work together to complete tasks. With large or complicated projects, multiple departments may work together. According to Benneworth (2017), the primary objectives of businesses that choose to implement departmentalization: Maintaining control, simplifying operational processes, grouping specialized activities together, increasing overall efficiency and ensuring responsibility and accountability. Types of departmentalization, includes function, Process, Product, Market and location (Ahmed, 2017).

2.5.5. Standardization

Standardization is the process of implementing and developing technical standards based on the consensus of different parties that include firms, users, interest groups, standards organizations and governments (Shabbir, 2017). Standardization is the process of developing, promoting and possibly mandating standards-based and compatible technologies and processes within a given industry (Adler & Borys, 2016). The standards ensure that goods or services produced in a specific industry come with consistent quality and are equivalent to other comparable products or services in the same industry. Standardization also helps in ensuring the safety, interoperability, and compatibility of goods produced (Shabbir, 2017). According to Walter, Kellermanns, & Lechner, (2012), Advantages of standardization are that it: Rationalize different varieties of products, Decrease the volume of products in the store and also the manufacturer cost. Standardization also improve the management and design, Speed up the management of orders and facilitate the exportation and marketing of products, as well as simplify purchasing management.

2.5.6. Unity of command

The principle of 'Unity of Command' states that employees should receive orders and instructions from one boss only. If two (or more) superiors command a worker at the same time, he will get confused to whose command should he follow. If the unity of command is maintained in the organisation it would help to avoid confusion among the

workers, conflict among the superiors and create better relations between workers and managers.

2.5.7. Level of communication

The level of communication is the degree to which vertical and horizontal communication is slow, difficult, and limited versus fast, easy, and abundant (Doll & Vonderembse, 2012; Walton, 2015). In a control model of management, vertical and horizontal communication would be slow, difficult, and limited. As managers move towards a commitment model of management, the level of horizontal communication increases, and the nature of vertical communication changes (Walton, 2014). Vertical communication shifts from primary command and control to information and knowledge transfer. These changes become the basis for increased learning and responsiveness to customer requests. The innovation literature suggests that internal communication facilitates the dispersion of ideas within an organization and increases their amount and diversity (Aiken and Hage, 2014). A meta-analysis of the innovation literature suggests a positive link between internal communication and innovation (Damanpour, 2014). Organic organizations have fast, easy, and abundant communication (Doll and Vonderembse, 2014; Walton, 2015).

2.5.8 Formalization

According to John (2017), formalization is the extent to which rules and procedures shape employees' jobs. The nature of formalization varies according to the size of the organization. Some organizations add more rules in order to become more formal, while others become less formal in order to avoid providing employees with rules and procedures that not only deprive, but also discourage creativity, autonomous work, and learning activity (Shabbir, 2017). In studies on how organizational design influences innovation and learning, the degree to which work processes are formalized has frequently been invoked. Formalized work processes may appear to entrepreneurs to be at odds with their ability and desire to significantly deviate from existing technologies, practices, and rules of organization and society and engage in disruptive innovations (Acemoglul et al., 2014: 1). However, according to the organizational literature, formalization can have contradictory attitudinal effects depending on whether it is perceived as constraining or enabling (Adler & Borys, 2016). Indeed, the effect of formalization on opportunity discovery is ambiguous, because formalization of work

processes may limit the experimentation and tinkering that normally foster such discovery.

Work formalization, on the other hand, may facilitate experimentation by making activities and their relationships explicit (Damanpour, 2014). Successful discovery and realisation efforts, in particular, necessitate a clear understanding of cause-effect relationships, which can be facilitated by formalization. Formalized work processes can provide organizational members with a clear roadmap of the tasks required to successfully implement a new opportunity. According to Setzler (2015), in a similar vein, link formalization of firms' abilities to transform and exploit external knowledge. In this regard, formalization objectifies structures and processes, allowing firms to track individual organizational members' performance. By codifying new knowledge, formalization aids in the dissemination of such knowledge within an organization, thereby advancing opportunity realization (Damanpour, 2014). Formalization also improves internal predictability and helps departments and divisions establish and enforce internal agreements.

Individuals or organizational units formalizing on alliance tasks are frequently associated with formalization, the specification and standardization of rules, procedures, plans, and documentation to guide alliance activities (Shabbir, 2017). The more diverse the tasks and contingencies covered by rules, procedures, and documentation requirements, and the more detailed the prescribed standardised responses, the more formalised the alliance structure (Albers, 2010). These formal arrangements are frequently found in alliance contracts as technical or administrative clauses but they can also be found in non-legal documents such as employee handbooks, operation manuals, guidelines, and so on. The degree of formalization of an inter-firm cooperative agreement can have a significant impact on its substance (Foroudi, Khalid and Mohammad, 2017). The entire body of network literature demonstrates that the degree to which inter-firm relationships are formalized is an important dimension of inter-firm organising, as it is of any type of organising. Coordination, learning, and trust in the alliance are all affected by formalization. Specifying standardised responses, plans, metrics, and documentation of previous actions and decisions improves transparency in the alliance and aids monitoring (Foroudi, Khalid and Mohammad, 2017). It enables actors to predict with some certainty what others will do in specific circumstances, facilitating planning, collaborative task

performance, and feedback-based adjustments (Shabbir, 2017). This predictability has the potential to foster instrumental trust.

Formalization, on the other hand, can limit dynamic cohesion in the alliance, as well as its ability to adapt to unforeseen changes, challenges, or opportunities: by definition, it limits the range of individuals' responses to issues and occurrences, and the prescribed standardised responses are bound to fit the specific issues encountered by alliance partners only imperfectly (Foroudi, Khalid and Mohammad, 2017). Partners may be hesitant to question and renegotiate detailed formal arrangements once they have committed to them (Foroudi, Khalid and Mohammad, 2017). In terms of learning, formalization has both advantages and disadvantages. Formalized procedures, to the extent that they distill and encapsulate experiential or vicarious learning, foster the diffusion and adoption of best practices within the alliance, thereby improving exploitation-focused learning. They make insights into how to best respond to specific alliance issues available to people with little alliance experience. Existing rules and procedures can, in some cases, serve as a focal point for improvement efforts (Brhane, and Zewdie, 2018). Standards and rules, on the other hand, can cause individuals to process new situations and information less deliberately and thoroughly, limiting the identification of issue-response misfit and even inhibiting exploitation-focused learning (Brhane, and Zewdie, 2018). Formalization generally inhibits exploration-focused learning.

Formalization can also have an impact on the growth of trust in the partnership. According to Brhane and Zewdie (2018), role autonomy allows boundary spanners to engage in discretionary action, which reveals their motives and intentions and thus fosters interpersonal affective trust. This finding supports the broader argument that narrowly defined, restrictive partnering agreements can stifle the development of goodwill and affective trust among partners. According to Setlzer (2015), if rules and standards help to instill confidence in the predictability and reliability of partnering activities, formalization can contribute to instrumental trust among partners. Formal rigidities, on the other hand, can limit partners' ability to leverage internal resources and capabilities for the partnership, as well as suppress partners' existing change management skills, which would allow the alliance to adapt to changing conditions. As a result, partners may attribute alliance problems and failures to partners' inabilities and incompetence rather than the constraining structure chosen for the partnership.

Its relationships and contracts with its supplier community are frequently deliberately informal, amounting to little more than a general statement of intent in some cases (Brhane, and Zewdie, 2018). They rely on partners' willingness and initiative to adapt and improve the relationship, as well as implicit social pressure for commitment and cooperation.

One of the most important aspects of an organization's context is formalization (Foroudi, Khalid and Mohammad, 2017). It establishes clear rules, procedures, and regulations that clarify the organization's requirements. By sharing information about regulations and procedures for performing duties, formalization can create clarity and improve employee efficiency (Walter & Bruch, 2010). Previous research has found that formalization has both positive and negative effects on employee well-being and performance. Early studies focused primarily on negative outcomes, but researchers soon discovered that formalization could have a variety of positive effects (Walter & Bruch, 2010). Formalization, in particular, can be negatively associated with flexibility, adaptation, innovation, or discretionary behavior but it can also be coordinated. Communication, efficiency, and efficiency all have a positive relationship (Brhane, and Zewdie, 2018).

2.6 Employee involvement on organizational structure and employee performance

There is no single definition of employee involvement (Byrne et al., 2016:31). Kahn (1990) defined employee involvement as binding of organizational members to duties. In engagement, people engage and express physical, cognitive, and emotional role performances. Engagement is a positive, fulfilling, work-related state of mind characterized by the power, dedication, and acceptance (Damanpour, 2014). They identified three aspects of employee involvement. They are power, dedication, and absorption. Strength is characterized by a high level of energy and mental strength at work and is characterized by the willingness and ability to invest effort in one's work (Walton, 2014).

2.7. Managerial discretion on organizational structure

Managerial discretion has been widely discussed in both the economics and organizational theory literatures, but in very different ways. In the economics literature, managerial discretion refers to the freedom that top managers (for example, CEOs) have to pursue personal goals rather than maximizing firm performance (Brhane, and Zewdie, 2018).

The opportunism of top managers caused by the separation of ownership and control of organizations is a key concern in the economics literature on managerial discretion. However, the management literature takes a more neutral view of managerial discretion, defining it as the influence top managers can exert over organizational outcomes (Foroudi, Khalid, and Mohammad, 2017). Management theorists are careful to point out that managerial discretion can have both positive and negative consequences. In this study, we adopt the management literature's perspective on managerial discretion. The literature on managerial discretion describes the extent to which top managers influence firm decisions and outcomes (Finkelstein & Hambrick, 1990). Top managers have a greater impact on firm outcomes when they have more discretion (Finkelstein & Boyd, 1998). Environmental, organizational, and individual factors all have an impact on managerial discretion (Foroudi, Khalid and Mohammad, 2017). Environmental factors include whether the organization is in a high-discretion industry (such as software) or a low-discretion industry (such as natural gas) (Brhane, and Zewdie, 2018). In high-discretion environments, managers have a greater

influence on firm outcomes. Influences such as a company's age and size are examples of organizational factors. Increased organizational age and size are associated with increased organizational inertia and reduced managerial discretion (Li & Tang, 2010). Individual factors include personality traits such as ambiguity and uncertainty tolerance. Greater managerial discretion results from a higher tolerance for decision making under uncertainty (Brhane, and Zewdie, 2018). The literature on managerial discretion has made significant contributions to our understanding of how top managers influence a wide range of organizational outcomes. It elucidates the links between CEO arrogance and risk taking top management team tenure and strategic persistence, and CEO compensation and firm performance (Brhane, and Zewdie, 2018). This literature establishes a link between managerial discretion and firm performance.

2. 9. Internal Boundary and External Boundary

An organizational boundary is a term used in business and the legal profession to distinguish one company from another that is separate but related (Bucic & Gudergan, 2004: 257). It is also used to isolate a company from both external and internal stakeholders (Bucic & Gudergan, 2004: 257). An organization must have a good structure with blurred boundaries in order to operate effectively and efficiently. The structure of an organization serves two important functions in every organization: it clarifies the roles of each member and determines the amount of control each member has.

However, while structure is important and necessary in an organization, it can also create barriers between people in different parts of the organization and between the organization and its stakeholders (Brhane, and Zewdie, 2018) If these barriers or boundaries are too rigid, they can prevent people from cooperating and make the organization less efficient and responsive to the needs of their customers. To respond to changing environments and provide value to customers, the firm must penetrate the external boundary with customers, suppliers, and other businesses (Brhane, and Zewdie, 2018) Because customers provide valuable feedback about products or services, loose boundaries allow for extensive and early customer involvement in product development, manufacturing, and delivery activities.

One of the primary challenges confronting modern organizations, according to Khan (2019), is the breakdown of the boundaries between their internal and external aspects. Because there were few contacts between insiders and outsiders, organizations could previously disconnect their internal functioning from their external relations in the environment. External relations were handled by top executives, marketing, purchasing, public relations (PR), and strategic planning departments, while internal issues were handled by middle and lower-level managers, human resource management (HRM), engineering, production, and accounting departments. They also contend that top management's actions and statements are increasingly influencing organizational identity and image. This is due, in part, to increased levels of interaction between organizational members and suppliers, customers, regulators, and other environmental actors, as well as organizational members' multiple roles, who frequently act both as insiders (i.e., as employees) and as outsiders (e.g., as consumers, community members, and/or members of special interest groups) (Khan, 2019).

The organizational literature has developed its discussion of identity around the concept of organizational identity, whereas the marketing literature focuses on corporate identity. The term *organizational identity* refers to how members perceive, feel, and think about their organizations. It is assumed to be a collective, widely held understanding of the organization's unique values and characteristics. Schultz and Hatch (2007). Corporate identity differs from organizational identity in the extent to which it is viewed as a function of leadership and in its emphasis on the visual (Khan, 2019).

Although both concepts are based on an understanding of what the organization is, they have strong connections with the company's vision and strategy (Abratt, 2011). Dowling (2015) highlights the explicit role of top management in the development of corporate identity. The marketing approach has more fully specified the ways in which management expresses this key idea to external audiences (for example, through products, communications, behavior, and environment), whereas organizational literature has been more concerned with the relationship between employees and their organization (for example, studies of organizational commitment and identification) (Dutton, Dukerich & Harquail, 2011). According to Balmer (2005), the visual schools of corporate identity emphasize graphic design and management through official corporate symbols that focus attention on the strategic, visual aspects of corporate identity. According to Abratt (2011), visual identity is part of the group's deeper identity, the outward manifestation of the inward commitment that serves to remind it of its true purpose.

Organizational culture, which we see as the internal symbolic context for the development and maintenance of organizational identity, is grounded in local meanings and organizational symbols. Top management communicates the symbolic construction of corporate identity to organizational members, but it is interpreted and enacted by organizational members based on organizational cultural patterns, work experiences, and social influence from external relationships with the environment. Thus, organizational identity emerges as a result of ongoing interactions among organizational members (including middle-level managers) as well as top management influence. Furthermore, we contend that as the internal-external divide dissolves, organizational identity is increasingly influenced by (and becomes an influence on) organizational image (Hatch & Schultz, 2007).

When discussing the concept of organizational image, very few authors in the marketing literature consider internal organizational aspects (Dowling, 2007; Kennedy, 2011). In contrast to marketing, organizational literature focuses almost entirely on internal image issues. Dutton and Dukerich (2011), for example, defined image as how members of an organization believe others perceive their organization. Dutton and Dukerich (2011) reported in their study of the New York Port Authority (NYPA) that this organization was forced to act on the homelessness problem due to community pressures expressed through a negative organizational image. According to these researchers, organizational members only took notice of the pressures when they felt NYPA's identity was threatened by the negative image. As a result, they contended that it was NYPA's formulation of their own concept of external image that prompted action, and that this image-defining process was filtered through organizational identity. Whetten, Lewis, and Mischel (2011) took a different approach to defining image as a product of internal organizational processes, defining image as how organizational elites want outsiders to see their organization (similar to the marketing concept of ideal corporate image). Definitions offered by organizational literature differ from those offered by marketing literature. According to Foroudi, Khalid, and Mohammad (2017), image is not what the company believes it is, but rather the feelings and beliefs about the company that exist in the minds of its audiences.

Thus, the marketing literature emphasizes the image concept's external foundation (Bromley, 2010), pointing to the various external images held by various constituencies (e.g. customers, suppliers, regulators, special interests). Dowling et al., (2011). However, according to Bernstein (2013) and others writing in the marketing tradition, image is a construction of public impressions created to appeal to an audience. This implies that the image is purposefully manipulated by insiders for the consumption of outsiders, rather than simply attempting to infer outsider perceptions. Following in the footsteps of Alvesson (2010), we adopt a more complex definition that combines marketing and organizational theory approaches: organizational image is a holistic and vivid impression held by an individual or a group towards an organization, and it is the result of sense-making by the group and communication by the organization of a fabricated and projected picture of itself. Such organizational communication occurs when top executives and corporate spokespersons orchestrate deliberate attempts to influence public perception (Barich & Kotler, 2013).

Daily interactions between organizational members and external audiences, on the other hand, have an impact on the image (example, the doctor treating a patient, the sales clerk helping a customer, the consultant offering advice to a client). Furthermore, the goals and impacts of a wide range of actors, including other groups, may alter the image projected by a group to an external audience (Dowling, 2015).

2.10 The influence of inbound practices on firm performance

Outside-in-type open innovation (OI) involves companies procuring or acquiring external knowledge to complement their internal foundations in order to achieve innovation (Khan, (2019). Companies do not have all kinds of knowledge to generate the innovations they need, so searching different sources provides ideas and resources to help identify and capture innovation opportunities.

In addition, one can rely on universities and other research institutes to explore new directions. These institutions can facilitate access to new and complex knowledge (Perkmann & Walsh, 2007). Companies can also acquire the invention and entries for the innovation process through licences and their formal relationships (Dahllander & Gann, 2010). It decides the most appropriate technology and is trying to negotiate the condition of the other party, but an excellent strategy for inventing technology as a means to accelerate new product development and commercialisation (start of internal project). It may be an excellent strategy (start of internal project).

When firms implement outbound practices, they no longer restrict themselves to the markets they serve directly and externalise their knowledge (Khan, (2019). They do this either by licencing intellectual property (IP) or by co-exploiting this knowledge with other companies outside their own industry or market to obtain monetary or non-monetary benefits (Cassiman & Valentini, 2016).

Nevertheless, despite outward licencing generating revenues in the form of licensing payments, firms should be aware that current profits might decrease when licensees use their technology to compete in the same market (Khan, 2019). In addition to out-licencing, firms can place some of their assets or projects outside their walls by partnering with venture capital investors and spinning off non-strategic initiatives to other firms, instead of developing and bringing former internal projects to market on

their own: by taking a smaller role in the project, they reduce their costs and risks, while simultaneously preserving technological opportunities for future growth (Khan, (2019).

Hence, managers that decide to license out their intellectual property (IP) or divest knowledge assets can get a profit from it, at least in the short term (Khan, (2019). Additionally, the fact that the firm sells its underused ideas and refocuses on developing its core capabilities can contribute to outperforming its competitors who choose to do otherwise (Hung & Chou, 2013). Firms can also reveal internal resources without immediate financial rewards, seeking indirect benefits to the focal firm (Dahlander & Gann, 2010). By revealing, firms adopt strategies to selectively disclose some of their technologies to the public in order to get collaboration (Henkel, 2006). Likewise, in the literature on standards, being open and focusing less on ownership increase the opportunities to gain interest from other parties, which enhances collective development and greater advancements (Khan, 2019).

As a whole, outbound OI can have monetary and strategic advantages for firms exploiting their technological knowledge outside their boundaries or co-developing it with another organization (Hung & Chou, 2013). Thus, the possibilities arising from channeling knowledge to the market and participating in other segments may generate different streams of benefit that contribute to create greater overall revenue (Khan, 2019). As a result, we expect outbound OI to improve a firm's performance; outbound practices exert a positive influence on firm performance.

2.10.1 Organizational project – Classical approaches to organization and why they don't work in turbulent environments

The typical company organised according to the standards of the so-called classical school of organization (that structured around the theories of Taylor, Ford, Fayol, Mintzberg's machine bureaucracy) is characterized by high-scale manufacturing of standardised products in assembly lines, or by more diversified production with a somewhat lower degree of operational integration through functional arrangements; such organizational structures may work quite well in predictable, growing markets, but would be of little use in more turbulent, complex, and uncertain environments such as those where innovation is ongoing (Blount, 2014, Khan, 2019). The classical approach to an organizational project has as its cornerstone the existence of an optimal organization, immune to the influence of environmental variables. The set of principles

underpinning organizational structure should be efficient and effective in all possible situations (Khan, 2019). Besides, the classical organization has among its characteristics the division of labour, the need for supervision, and the need for unified authority and control, as well as highly formalised behavior and vertical and horizontal specialization of labour. These characteristics, added to an internal division into separate, isolated units, make the classical organization extremely slow and inflexible when it comes to decision making (Mintzberg, 2003; Salerno, 2009).

These organizations are structurally geared towards maximising efficiency – in their use of resources, economies of scale, and high-volume production of standardized products, all of which are typical characteristics of stable environments with a low degree of competitiveness. However, in a growing number of sectors in the economy, the strategy used to obtain sustainable competitive edges is based on offering a varied range of products, on the embedded service concept, and on product and process innovation. Under this new competitive paradigm, an organization of labour based on the classic concepts – standardized tasks and job descriptions followed to the letter – would no longer be adequate, especially as it cannot meet the demand for greater agility and flexibility in decision-making, does not foster cooperation between employees, and does not promote knowledge development and individual learning, which are essential elements in the development of innovation (Blount, 2014).

2.10.2 An innovation-directed organizational project – flexibility and agility requirements

The most successful companies when it comes to product and process innovation are those whose organizational structures foster the development of knowledge through formal research and development processes and the development of knowledge based on experience, practice, and interaction between employees, clients, and suppliers (Vickers, 2019). The classical organizational configurations are not very appropriate for companies that have superior product and process innovative performance as their organizational strategy. More flexible and agile structures are required, structures that allow interaction and communication between employees, without rigidly defined functional areas, and with functional integration instead. This adhocratic or organic structure would permit the development of knowledge based on practical experience and interaction, consequently leveraging the organization's innovative capacity (Walter & Bruch, 2010). This organizational configuration would also be the most readily able

to handle events, as defined by Zarifian (2001) – that is, to deal with unforeseen actions and chance occurrences, which are characteristic of innovative environments Visser et. Al. (2010), have discussed organizational characteristics of companies operating in innovative environments. Among the cited authors, the consensus seems to be a need for flexible organizations capable of responding to environmental changes, with greater interaction and communication among employees, greater decision-making agility, and more flexibly defined roles.

In his landmark book on organizational configurations, Mintzberg (2020) states adhocracy is strongly connected to providing innovation. It is not inspired by classical principles, and is particularly distant from the concepts of unified command, high behavioral formalization, and planning and control systems. It is defined as follows:

- Organic structure, made up of ad-hoc project teams;
- Low degree of formalization;
- High degree of horizontal specialization of labour, based on formal individual knowledge;
- Mutual adjustment between teams, without the need for formal coordination of roles;
- No standardization of products or processes;
- Decentralized decision-making for inter- and intra-team activities.

Vickers, 2019), maintain that the organizational configuration of companies that develop knowledge based on practical experience and interaction among employees would present with the following characteristics, some of them matching Mintzberg's adhocratic structure:

- Existence of interdisciplinary work groups;
- Role integration around specialties and processes, rather than departments;
- Flexible boundaries between departments;
- Cooperation with clients.

2.11 Employee engagement is important during tough times

According to the American Management Association, even in difficult times, companies can improve their engagement if they make the right decisions at the right time. Research shows that the higher your engagement, the more productive and profitable you are. Employee involvement, good or bad, should be one of the organization's top priorities (Vickers, 2019). According to The Guardian, employee involvement helps foster a strong positive attitude towards people's work and company during difficult times. Organizational involvement, job satisfaction, and organizational citizenship are factors that play an important role in employee involvement. According to the newspaper, the higher the employee involvement, the better the organization will perform. To improve employee engagement during difficult times, organizations need to put more effort into their employees so that they feel that the organization really cares about them (Robertson, 2012).

Organizations also provide employees with all the tools and resources they need to do their jobs effectively. To keep employee engagement high, managers need to provide effective feedback and instructions to their subordinates from time to time. Masson (2009) suggested that leaders communicate effectively with employees about career growth and ensure that employees are confident that the development process is fair and impartial. Supervisors need to be transparent and help employees identify their development needs and improve their skills during difficult times.

The Brunswick group (Metts, 2020) mentioned that companies need to develop employee engagement and communication plans to keep morale high and help their people stay connected with each other. Communications to employees should be regular and frequent, allow weekly all-employee video conferences or conference calls, remind colleagues to take extra precautions on potential data breaches and other cyber-security issues, and encourage employees to share work-from-home experience and tips—what do they find challenging and how to stay focused and productive.

2.12 Technology in organizational structure and employee performance.

According to DiRomualdo, El-Khoury, and Girimonte (2018), technology is a technique or set of techniques used to change materials (human or non-human, mental or

physical) in an expected way. It is a set of institutions that can be managed or mismanaged with varying degrees of success and failure (Stefaniak, 2018). Technology refers to the methods and techniques used in productive methods available to an organization for converting resources into goods and services, as well as factors related to knowledge applied and machines used in the production of goods and services that have an impact on the organization's business (Stefaniak, 2018).

Every organization's success, performance, and survival are dangerously dependent on the extent to which its structure matches the technology used and the organization's ability to respond to changes in technology. The responsiveness of management to changes in technology is a determining factor in the organization's effectiveness. Davies (2017) discovered a link between improved technology and improved business performance. The world has become increasingly interconnected over the last decade. We live in a world where the internet and its associated services are easily accessible and immediate, where people and businesses can instantly communicate with one another, and where machines are equally interconnected with one another (Soumitra, Geiger & Lanvin, 2015). This hyper-connectivity is fundamentally altering relationships between individuals, consumers and businesses, and citizens and governments; it is introducing new opportunities, but also new challenges and risks in terms of individual rights and privacy, security, cybercrime, the flow of personal data, and information access (Soumitra, Geiger & Lanvin, 2015).

As a result, our economies and societies will undergo profound changes. Mastering and leveraging these transformations to maximize positive impacts and increase resilience to the risks that ICT can bring to the economy, society, environment, and healthcare is critical for increasing economic competitiveness and well-being. The current edition (2015) of The Global Information Technology Report (GITR) examines in depth the main drivers and impacts of this ICT-enabled hyper-connected world, and it contributes to the work of the World Economic Forum's recently launched Hyper-connected World Initiative, which aims to establish a holistic understanding of the systemic nature of change in a hyper-connected world (Soumitra, Geiger & Lanvin, 2015). Those who adapt their legacy capabilities and assets to fully exploit the potential of these new ICT technologies will be the primary beneficiaries. Policymakers, who have spent years focusing on ensuring affordable network access, must now adopt a broader ecosystem perspective in order to shape and implement their national

digitisation agendas. Given the emergence of agile digital competitors, businesses across industries must rethink the models that allow them to grow or even stay in business. Individuals must reconsider the skills they must develop if they are to thrive in an environment of global labour pools and shaky competitive advantage (Soumitra, Geiger & Lanvin, 2015).

Company resources, according to Deng, Duan, and Wibowo (2023), include all assets, capabilities, organizational processes, information, knowledge, attributes, and so on that a firm control. According to Barnett (1991), these firm-specific heterogeneous resources can be classified into three capital resource categories: physical (plant and equipment), human (skills and knowledge), and organizational (capabilities associated with formal and informal planning, controlling and co-ordinating). Based on recent advances in resource-based theory (Deng, Duan, and Wibowo, 2014), distinctions can also be made between static and dynamic resources (2023). Firm or capital resources are frequently referred to as capabilities, and in some cases, physical, human, or organizational assets may outperform similar assets of the majority of competing firms, where technological capabilities are the firm's technical assets. The ability of a company to deploy its available resources as its main assets is referred to as organizational capabilities (Soumitra, Geiger & Lanvin, 2015). Organizational capabilities are defined by Khan (2019) as the ability of an organization to perform a coordinated set of tasks, utilizing organizational resources for the purpose of achieving a specific end result. According to organizational research, firms in dynamic environments with high levels of information processing, communication, and knowledge transfer are more likely to develop competencies that result in technological innovation than firms in the same type of environment with lower levels of cooperative resources (Khan, 2019).

2.13 Employee Efficiency

Getting the most out of a situation while spending the least amount of money possible is what efficiency entails (Abdulrahman, 2016). Employee performance is a complex quantifiable metric that compares an employee's output to the standard output of the organization or to the output of another employee operating under identical conditions. Similarly, Gunuraja (2014) defines the term as employees' ability to optimize production with minimal effort or expenditure. Employee performance is related to efficiency or

perception-oriented measures, whereas productivity is related to production-oriented measures (such as profit and turnover) (e.g., supervisory ratings and goal accomplishments). To improve an organization's performance, good people and an adequate structure are required.

Employee performance is determined by a person's work expertise, reliability to undertake/execute a task with little or no supervision, and adherence to organizational norms and regulations, according to Abdulrahman (2016). According to Shabbir (2017), supervision rating, quality and quantity, as well as efficiency and effectiveness in completing assignments are all factors. Academic staff performance at academic institutions was used in other studies to determine timeliness in class lectures, timely submission of test results, and efficacy in student project supervision (Faith, 2014; Ishola, Adeleye, & Tanimola, 2018). Because organizational structure influences how work flows in a company, different designs or structures can help or hinder different strategic objectives, as well as aid or hinder employees in their roles. Structure can also influence how strategies are developed. The organizational structure of a job is how it is formally divided, grouped, and coordinated (Faith, 2014). It is the organization's anatomy, serving as the foundation upon which organizations operate. However, Adeleye and Tanimola (2018) define organizational structure as the creation of a new structure or the modification of an existing one to meet the needs of the organization and the demands of technology. According to Adeleye and Tanimola (2018), structure is a technological factor.

The impact of organizational structure on the performance of selected organizations was studied. According to Christopher and Anthony (2015), decentralisation enabled the organization to make better and more informed decisions. Similarly, task routine had both positive and negative effects on employee productivity; similarly, there was a significant positive relationship between limited range of control and performance. Awino (2015) used regression analysis to conduct a study on Organizational Structure and Performance of Large Manufacturing Firms; the results show that organizational structure does not influence performance on its own using Return on Assets (ROA).

A subsequent test using non-financial measures such as internal processes, customer perspective, and performance, on the other hand, produced a different result, which influenced the performance of large manufacturing firms. Similarly, in Iran, a study was

conducted on the effect of organizational structure on employees' job performance in Ahvaz private hospitals, and the results revealed that organizational structure (structural aspects) has a significant negative effect on employee job performance in Ahvaz private hospitals (Alipoor, Ahmadi, Pouya, Ahmadi & Mowlaie, 2017).

Ann, Nwankwere, and Orga (2015) investigated the relationship between structure and organizational performance in Nigerian technical and service firms. Decentralisation improved better and more informed decision-making in Nigerian technical and service firms, according to the findings. Similarly, there was a positive relationship between narrow span of control and organizational efficiency. In another development, Zia-ud-Din and Shafique (2018) found that organizational structure is significantly correlated with organizational performance when marketing strategy is used as a moderator. As a result, all hypotheses yielded significant results. The research also helps the organization determine the role of marketing strategy as a moderator in training employees to gain a competitive advantage.

Funminiyi (2018) also investigated the effect of organizational structure on employee performance. According to the study's findings, there is a significant positive relationship between a decentralized control system and employee productivity. Similarly, the results showed that the control standardisation system has a positive effect on employee performance.

2.14 Traditional Structure and New Modern Structure

Critical assessment of organizational structure will enable one to understand the management style that has been adopted by a specific organization. These management styles indicate how the organization is run and if employees perform better or worse. Lee, and Edmondson, (2017), distinguishes between two main styles which are hierarchical management structures (traditional structure) and a flatter and more open humanistic management structures (New modern structure). The traditional organizational structure's most common fact is that it shows distinct demarcation or boundaries between the management level and the lower levels (subordinates). The only reason for this boundary is to show that management is first on the hierarchy and that all decisions must be made by them whereas employees are seen as bottom dwellers and they are insignificant in their workplace environment, this however gives the management more stress and has an impact on the training and

motivation for the rest of the employees. Therefore, this is responsible for the reaction on employee job engagement and how they respond towards management actions. The traditional structure has two levels:

- Level one: Managers, these include top management, middle management and lower management.
- Level two: Employees

This type of structure is outdated and ancient and research shows that humans have used it from the start of humanity. However, the structure is common, it has some advantages and is most used if a team must collaborate to find lasting solutions for problems. The management style is used in armed forces and is also known as the military management style.

In organizations that are less centralised, decision-making authority trickles down to lower levels, highly complex organizations are generally more decentralised while organizations lower in job specialisation require a central locus of control. Decentralised organizations require more communication and employee involvement (Robbins, 1990). Structure encompasses three other dimensions that are present in an organization. Organizations may be mechanistic, organic, or bureaucratic, depending on their levels of complexity, centralisation, and formalization.

A mechanistic organization harbours a highly complex, formalised, and centralised environment where tasks are greatly specialised, workers receive little discretion through the presence of strict procedures, and decisions are made at the highest level of the organization (Chigozie, Chijioke, And Odinachi, 2017). In organic environments, the opposite of mechanistic organizations, involve low complexity where jobs are generalised, informal settings give employees discretion in completing their tasks, and decentralised structures give employees power to make decisions (Chigozie, Chijioke, And Odinachi, 2017). A bureaucracy, however, incorporates high levels of complexity and formalization while retaining decentralisation. The bureaucratic organization is governed very closely by a set of rules and procedures. But employees at different levels are granted the ability to make decisions according to those rules.

Organizational structure can be viewed as the way responsibility and power are allocated inside the organization and work procedures are carried out by organizational

members. For Chigozie, Chijioke, And Odinachi, (2017), organizational structure is the organization's internal pattern of relationships, authority, and communication. Chigozie, Chijioke, And Odinachi, (2017), further define organizational structure as the network of relationships and roles existing throughout the organization . Brown and Moberg (1980:91) argue that organizational structures are the prescribed patterns of work-related behaviour that are deliberately established for the accomplishment of organizational goals . In their view, organizational structure is one of the most important factors in determining the success or failure for an organization to achieve its goals. Of critical importance to note is that, as much as Brown and Moberg realise the impact of changes in the organization's political and administrative hierarchy, organizational structures are regarded as key to ensuring their success.

2.15 The modern organizational structure

The structure is flatter and more open; employees and management can be seen as equal persons aiming for mutual goals and objectives (Funminiyi, 2018) There is no clear boundary between managers and employees, as in the case of traditional management style. This gives employees the right to use their creativity and receive rewards for the work they have done. Modern structures are synonymous with individuals and teams who can manage themselves, employees become multi skilled, training investments increase, few status distinctions, more objectives are accomplish, employee security is guaranteed, outsourcing becomes a more accessible and stable structure (Funminiyi, 2018).

Types of Modern Organizational Structures (Konrad, 2006).

1. Functional Organizational Structure
2. Geographic Organizational Structure
3. Product Organizational Structure
4. Market or Users Organizational Structure
5. Hybrid Organizational Structure
6. Matrix Organizational Structure

Problems associated with organizational structures are that organizational structures can never show all of the links involved in the organization, communicating with other employees on different levels and department conflict. The time it takes on developing products takes longer. Customer demands become too high for certain levels (Funminiyi, 2018). The factors influencing the choice of structure adopted are as follows:

1. The magnitude of the organization: The size of an institution sometimes determines the type of organization structure to integrate into the system.
2. Employee's competency and skillfulness: A matrix structure will be preferred if the company has a high level of creative and innovative workers.
3. The leadership style: If owners wish to maintain control, they will use a narrow (centralised) structure and others who want employees to participate in decisions making will use a wider (decentralised) structure.
4. Organizational goals and objectives: Organizations that aim at growing faster will incorporate a wide structure.
5. External influence: If country is experiencing recession, the organization will need to reduce the working force and change the structure from wide to narrow or make it flatter.
6. Technological changes: The development of administrative systems disables the layer of administration, and the organization will retrench some of the employees in the particular or specific category.

Organization's choice of structure is extremely pertinent to employee engagement therefore, they should be careful; the wrong structure can have significant negative impacts on the communication, costs, decisions making and in motivating employees (Funminiyi, 2018). This has the same effect on the employee's attitudes towards the structure and will end up in employee low levels of engagement and corresponding lower productivity (Funminiyi, 2018).

2.16 Concept of organizational performance

The concept of organizational performance is the comparison of an organization's goals and objectives with its actual performance in three distinct areas - financial

performance, market performance and shareholder value. Financial performance refers to organizations' result with regard to return on investment and return on assets. The market performance refers to a company's ability to set a price that returns a reasonable amount to suppliers. In addition, market performance refers to the ability to make and distribute their outputs in the most cost-effective way and to set a price that returns a reasonable amount (Blount, 2014). Employee's performance is a rating system used in most corporations to determine the abilities and output of an employee. Performance is divided into five components: Planning, monitoring, developing, rating and rewarding. In the planning stage, goals are set to help measure the employee's work time to see if they are able to maintain the goals set or reach new goals. Monitoring is the phase in which the goals are looked at to see how well one is doing to meet them. Performance evaluations are looked at for which employees to keep, if you were to get to the crux of the question. The one true meaning is that your evaluation on performance can lead to promotion, remaining in the same position, or termination, based on what you did in your job Robbin, (2016). Performance can be defined as long-term prosperity and power held by a company against its competitors.

Moreover, associating the term sustainable directs attention to future performance, if performance is somehow seen as a last result (Blount, 2014). The concept of sustainability is integrated into management and management accounting issues, referring to the concept of value. Destruction or poor distributions of value are threats to business continuity. Integrated management control developments need to manage value through customer value management (or customer value), considering strategic factors (often external company). Moreover, the concept of sustainable performance is based on the idea that the client is one of the business partners (known as stakeholders) able to participate in the process of value creation

2.17 The employee adaption and flexibility

Adaptability is the ability of an individual team or organization to adjust or change itself to best meet the needs of the situation or environment, so that if change occurs, an adaptable person or team will adjust and find how best to perform in the new situation themselves, as opposed to having to be retrained. Adaptable staff, particularly frontline staff, can make all the difference to changing customer needs and the profitability of firms, for example. Flexibility at work is a necessity for employees and employers, alike. Streamlined workforces, shifts in technology and a changing market are just a few

reasons why flexibility is the new norm for many organizations. While your company may not have a formal set of rules for a flexible workplace, there are many advantages to be gained by taking on a flexible attitude and approach, when it comes to your job. Embracing change can expand your opportunities. Today's work environment is fluid. This means those employees who are able to adapt to shifting priorities are considered a valuable asset above and beyond their skills and experience. Being able to adjust to shifts in organizational dynamics is necessary today (Neil, 2013).

2.18. Theoretical framework

2.18.1 Contingency Theory

Contingency theory (Pfeffer, 1982) influences organizational design theory by offering a comprehensive framework that ties variations in organizational design to variations in the organization's circumstances (i.e., its contingencies). Contingency theory is a type of behavioural theory that asserts that there is no ideal way to structure an organization, lead it, or make choices. Instead, the best course of action is contingent (reliant) on the internal and external circumstances. These ideas, known as the classical theory, establish a structure in which power falls from the top to the bottom, such that no subordinate gets orders from more than one superior, who in turn, commands no more subordinates than he or she can successfully manage.

2.18.2 Management Theory of Argyris

Chris Argyris investigated the notion of organizational learning and its effects on a company's development, effectiveness, and flexibility (Dininni, 2017). Argyris' ideas centred on single-loop and double-loop learning, the immaturity or maturity continuum, organizational communication, and the implications of each of these on employee motivation, accountability, and empowerment, according to Dininni (2017). This implies that Argyris' theories were not just concerned with organizational behaviour, but also with the motivation, responsibility, and empowerment of employees inside the organization. Argyris claimed in 2008 that the key to altering behaviour is not merely changing behaviour, because it is possible to change your behaviour while keeping the same notion in your brain. The objective is to modify how individuals think about their behaviour in terms of the theories that underpin it.

Chris Argyris also asserted that, while humans think and act, they may be trained to recognise their reasoning when doing any action. In essence, this indicates that

comprehending the principle or logic underlying one's actions is more important than altering one's behaviour itself. Chris Argyris claimed in Dininni (2017) that, unlike double-loop learning, which investigates fundamental assumptions, single-loop learning, which tackles problems superficially and symptomatically, fails to address the core issues that cause firms to be unproductive. According to Dininni (2017), Argyris' theory asserted that open communication within an organization, while generally regarded as a good thing, could stifle learning and progress if it is based on defensiveness, denial of real problems, inability to confront difficult issues, and refusal to examine one's own attitudes and contributions to the problem.

According to Dininni (2017), Argyris' theory also states that successful employee empowerment necessitates management providing chances for personal growth in the same seven areas in which children must evolve as they approach maturity. Activity, independence, behaviours, interests, viewpoints, equality or supremacy, and self-awareness or self-control are some of these characteristics. Employees must transition from passivity to activity, dependence to independence, few behaviours to many behaviours, shallow interests to deep interests, short-term perspectives to long-term perspectives, subordination to equality or superiority, and non-awareness to self-awareness or self-control, according to Argyris' management theory (Dininni, 2017). These claims imply that organizational learning is one of the concepts that may be applied to improve an organization's performance.

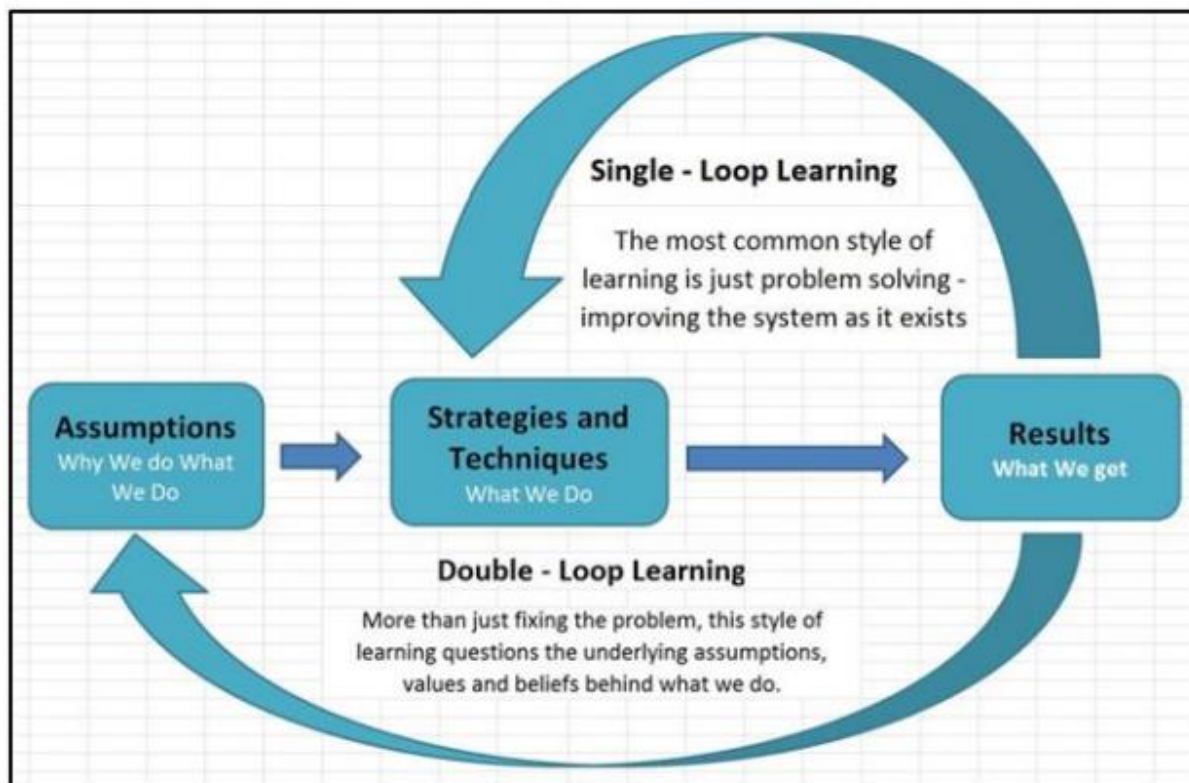


Figure 1: Organizational Learning

Source: Rasulov (2017).

Rasulov (2017) outlines the path Argyris followed in his study on organizational learning, as seen in Figure 1. This entailed beginning with the assumption that the organization understands why it does what it does. The strategies and tactics that define what the organization does follow this. Following that, the outcomes are what the strategies and tactics achieve. Figure 1 depicts the relationship between single-loop and double-loop learning and organizational learning. Single-loop learning is concerned with resolving problems or fixing errors discovered because of the unfavourable outcomes of the tactics employed. Double-loop learning, on the other hand, is concerned with examining the full chain of thinking, from the organization's assumptions, values, or beliefs to the methods followed to assure the intended results. Bonakude, to fully reap the benefits of organizational learning, should continually adapt their behaviour to reflect the new knowledge gained from this process. Instead of simply doing things the way they have always done it, organizations can gain knowledge and improve over time by learning from their experiences.

Management theories focus on the role of supervision, organization, and group performance. The goal of learning and development is to align employee goals and performance with that of the organization. The management responsible for learning and development within an organization must identify skills gaps among employees and teams then develop and deliver training to bridge those gaps (Blount, 2014). Organizational learning happens as a function of experience within an organization and allows the organization to stay competitive in an ever-changing environment. Organizational learning is a process of improvement that can increase efficiency, accuracy, and profits. Organizational learning is the process by which an organization acquires knowledge related to its function and uses that knowledge to adapt and improve efficiency in a changing environment. Organizations, as a whole, need to learn and adapt to be successful in the long run.

According to Zaleznik (2014), the effective manager adopts impersonal attitudes toward objectives, which are firmly established in the organization's history and culture, whereas leaders are active rather than reactive, molding ideas and adopting a personal attitude toward goals. According to Zaleznik (2014), managers perceive work as an enabling process involving a combination of people and ideas interacting to build strategies and make choices, whereas leaders operate from high-risk positions and are predisposed to seek out danger when the chance comes. As a result, inside an organization, managers may be more motivated to use the single-loop learning technique than leaders, who may be more tempted to use the double-loop learning strategy.

According to Argyris (2015), organizations form when the aims to be attained are too complicated for any single person to complete. Argyris also discusses the motivation behind why employees do what they do. Employees provide the energy for the organization, and they do so to pursue individual advantage, he says. This gain is related to their requirements (Argyris, 2017). According to the Argyris hypothesis, an organization may be enhanced through Single and Double Loop Learning.

2.19 Relative presentation of findings from international studies on the relationship of organizational structure and performance

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

Olajide (2015) conducted a study on the effects of organizational structure on job satisfaction in the Nigerian financial sector: empirical insight from selected banks in Lagos state. The level of job satisfaction and effectiveness of every human depends upon an appropriate organization structure; as organization structure is the prescribed pattern of work-related behaviours that are deliberately established for the accomplishment of organizational goals. During the last decade, quite a lot of discussions have taken place in the corporate world, about organizational structure, and a lot of organizational success and job satisfaction by the employee are attached to the structure that is in place.

Yet opinions still considerably differ with regard to the most appropriate organizational structure that would enhance job satisfaction. This study therefore examined the effects of organizational structure on job satisfaction in the Nigerian financial sector. A survey research design was used in the study. Data for the study were obtained from both primary and secondary sources.

A total of 335 questionnaires were administered randomly to selected banks out of 3711 officials of the leading banks. However, only 280 of the administered questionnaires were filled and returned and 259 of the questionnaires returned were found useful for data analysis. Also, the result of the study reveals that there is a relationship between organizational structure and employees' recognition at 0.612 R -square; hence Null hypothesis two was rejected.

Findings of the study show that there is a correlation between organizational structure and components of job satisfaction via need for dominance, achievement and autonomy. The study recommends that organizations should design a suitable structure which must begin with some ideas of what the organization is out to achieve (prime purpose of the organization). The study therefore concludes that managers should bear in mind that job satisfaction of workers goes a long way to determine their productivity, and hence the realisation of the organizations goals and objectives. So, suitable structures should be put in place to enhance optimum level of job satisfaction.

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

Malik Shahzad Shabbir (2014) conducted a study on Organizational Structure and Employee's Performance: A Study of Brewing Firms in Nigeria. The study sought to assess the effect of organizational structure on employees' performance in brewing firms in Nigeria. The purpose of the study was to determine whether there is an appropriate structure in Nigeria brewing firms and the extent it has contributed to their employees' performances. The population of the study is 6468 being the total staff strength of the five brewing firms on the Nigerian Stock Exchange while the sample size was extracted from the population using Taro Yamane method. This study used a descriptive type of survey design and a structured questionnaire was used to generate data. Descriptive statistics, correlation and t-statistics was adopted for analysis of data and hypotheses testing.

The result of the study revealed that the nature of hierarchical layers has a significant positive effect on the employee's performance in brewing firms; that technology has a significant positive effect on the employees' performance; that internal and external boundary has a significant positive effect on the employee's performance; and that formalization significantly affect employee's performance positively. In view of the above findings, the study concludes that adopting an appropriate structure is the fulcrum on which employees' performance of brewing firms revolves.

2.20 Summary

The chapter's main focus was on reviewing literature relevant to the study and which would assist in answering the research questions and achieving the objectives of the study. In summary, this chapter presented the conceptual framework adopted for this particular study, with the aim of interrogating the role of strategy on the employee performance in order to provide answers and contribute to the research as a whole.

Organizations are not designed; they evolve over time, moving through many different environmental situations as they grow. The structure of organizations, therefore, is not based on a purely rational analysis of the present environmental circumstances but also on a multitude of precedents and traditions built up over the organization's history. These organizational paradigms will be unique to each organization and may well simply reflect the beliefs of the organization's founder.

One cannot assume, for example, that a mechanistic organization suddenly faced with increasing uncertainty in their market will simply change their structure to a more organic form. It is important, therefore, to understand how each type of organization reacts to changing environmental circumstances.

Many different aspects of organizational structure, such as formalization, decentralization, division of labour, span of control, hierarchy of authority and divisionalisation are each related to contingencies such as size and diversification. In theory terms, contingency theory is sociological functionalism, and is relevant to this study by explaining the existence of the fit between structure and contingencies and their beneficial effects on organizational growth such that the type of structure instituted by firms and its key dimensions influences their performance in various ways. The following chapter present the methodology that was used for this study

CHAPTER THREE:

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Every organization's basic and core aim is performance, survival, and development. However, having the correct human resources in terms of quantity and quality is the most certain way of ensuring an organization's success, survival, and development.

The chapter covers the research design, study area and the targeted population, sample size as well as sampling techniques used for the study is discussed. Methodological approaches which were used in this study make up the third section of this chapter. The methodology section, in addition, presents data collection and data analysis techniques that were used in the study. The last part of the chapter discusses limitations which were encountered during the study as well as ethical considerations that were observed in conducting the study.

3.2 Research approach

This study utilized qualitative methodology. The research approach was chosen because it allows a better understanding of the research problem (Creswell and Plano, 2011). The qualitative research approach involves the use of qualitative instruments such as interviews, focus groups and observations in conducting the research. According to Creswell (2013), the qualitative research approach utilizes various methods and techniques that are flexible, simple and easier to understand when conducting an exploratory or investigative study that seeks to understand life experiences in a certain context. Creswell (2014) further emphasises that qualitative research methodology happens in a natural setting to capture the real experiences of people and outline the key issues affecting them. Qualitative methodology for this study allowed a better understanding of people's experiences in study setting. For this study, the qualitative method also provided an in-depth understanding on the the impact of organizational structure on employee performance.

Qualitative descriptive design, as described by Creswell (2014) was utilised for this study because it was well suited for describing experiences from a phenomenological perspective within a real-life context (Munhall, 2012). Unlike research studies that utilise traditional phenomenological methodology to interpret and understand the

meaning of phenomena or to capture the essence or lived experience of phenomena (Munhall, 2012), the aim of this study was to describe an experience as told by the participants with minimal interpretation from the researcher, hence qualitative methodology was appropriate for this study (Creswell (2014). Collection of data was therefore done through extensive interviews with a small number of primary participants

3.3 Research design

Research design, according to Creswell (2013), refers to several procedures performed by the scientist or researcher to guide how the research study should be executed. The research design also refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring effective addressing of the research problem (Sovacool, Axsen, and Sorrell, 2018). This therefore marks that the research design constitutes the blueprint for the collection, measurement, and analysis of data (Sovacool, Axsen, and Sorrell, 2018). The 4 major types of Research Designs include, Descriptive Research Design, Correlational Research Design, Experimental Research Design, Diagnostic Research Design and Explanatory Research Design. This study applied descriptive research design in which it made use of qualitative methodology. According to Bless (2006), research design refers to the set of procedures that guide the researcher in the process of verifying a hypothesis and excluding all other possible explanations. This section highlighted the research design that was employed in this study. Babbie and Mouton (2009:74) allude that, the research design is a plan or blueprint to which researchers intend to conduct the research particularly, the data collection section. Exploratory research is defined as a research used to investigate a problem which is not clearly defined (Creswell, 2013). It is conducted to have a better understanding of the existing problem, but will not provide conclusive results. For this study, the researcher started with a general idea and uses this research as a medium to identify issues, that can be the focus for future research. For this study this entailed the impact of organizational structure on employee performance

3.3.1. Qualitative Research Method

Qualitative research is associated with the inductive approach where the researcher observes specific areas of interest, which then lead to the identification of patterns thereby formulating hypothesis that progress into theories Barczark (2015). A qualitative technique is compatible with phenomenological inquiry because it allows the researcher to interact with the participants' and to investigate the impact of organizational structure on employee performance. Qualitative research, according to Bryman and Bell (2007), is a method for studying words rather than measuring and evaluating numeric data. Qualitative research is frequently used to investigate issues and circumstances that do not fit neatly into pre-existing ideas. The majority of the time, the researcher understands the problem through gathering information in order to solve it. Qualitative research is describing and analysing a problem with the goal of getting information from the data collected. The goal of qualitative research is to learn more about people's attitudes, actions, value systems, and motives.

According to Malhotra (2012), qualitative research offers a better understanding of the problem, and in the process enables the researcher to achieve a qualitative understanding of the underlying rationales for the role of structure at the organization. Wiid et al. (2013) state that qualitative research depends upon detailed descriptions by participants to gain insight into the problem, because it uses smaller sample sizes. This enabled the researcher to access the tacit knowledge of the participants. The study comprised a small sample size, used documents, semi-structured, in-depth interviews and open-ended interview schedules for data collection. The study made use of both primary and secondary data.

The potential of qualitative research to give extensive textual explanations on an individual's knowledge and experience in relation to a particular study subject is also a strength, according to the authors. Qualitative research is involved with the gathering and analysis of data in a variety of formats, the majority of which are non-numerical. According to Anderson (2010), qualitative research is oriented toward the deep examination of focused issues that are perceived and believed to be valuable, and it tries to obtain a profound grasp of the subject under study, rather than a broad understanding.

3.4 Rational for qualitative study

The rationale for this is that this study is concerned with understanding a complex phenomenon and there is very little information available on the topic of interest which requires further exploration. Hence, exploratory research design allows for the in-depth analysis and insight to be gained on the ambiguities involving strategic paradoxes and the complexities involving intended and emergent strategies (Saunders, Sim, Kingstone, Baker, Waterfield, Bartlam, Burroughs, & Jinks, 2018).

3.5 Study site

The study was conducted at the Bonakude Consulting Head Office Durban in the Auditing and Consulting Department.

3.6 Target population

According to Saunders, Sim, Kingstone, Baker, Waterfield, Bartlam, Burroughs, & Jinks, (2018), a population is concerned with a full set of cases from which a sample is taken. Sekeran and Bougie (2013) assert that a population relates to different things, which interest the researcher and it can be individuals or groups of people. The population of this study consisted of senior management leaders working at Bonakude Consulting. Interviewed participants worked in the accounting, assurance, consulting and digital Transformation department.

This particular group of participants were targeted because they are responsible in strategic positions in the organization and have a better understanding of what impact the structure has on employee performance.

3.7 Sampling technique

Sampling is the process of selecting appropriate participants from the target population to participate in the study. Sampling involves the selection of those individuals that accurately represent the general population and can thus be depended on to achieve the set objectives of the study. According to Lemmer (2011) sampling is defined as a selected group of individuals from a population for a specific family. There are two types of sampling framework used in research such as probability and non-probability sampling. In this study, a non-probability sampling technique called convenient sampling was implemented. The purposive sampling method was used to identify participants. Purposive sampling was critical to the study because the interpretation of results was limited to the population under study which provided reliable data.

Purposive sampling was also employed in this study as it helped eliminate inappropriate respondents. This sampling allowed the researcher to choose a sample appropriate for the study.

3.7.1 Non-probability sampling

Non-probability sampling was appropriate for this study as the researcher generated the requisite data for the study through the feedback process. However, the results obtained cannot be considered an exact representation of the entire population with a high level of confidence. Nevertheless, the sampling method was convenient as it is less time consuming and less costly, even though it does not hold up to the expectations of probability theory. The non-probability sampling technique is subdivided into two wide-ranging categories, that is, convenience sampling and purposive sampling. According to Marshall (1996), purposive sampling is the most common sampling method in qualitative research where the researcher actively selects the most productive elements from the research population to answer the research questions (Marshall, 1996). The sampling method requires clear selection criteria and sample specifications to gather meaningful data. Purposive sampling is also further divided into judgemental sampling and quota sampling (Sekaran & Bougie, 2013). A purposive sampling technique was adopted for this study since it allowed the researcher to use judgement in choosing people that were present or available that best met the research objectives (Fink, 2003).

3.7.2 Advantages of non-probability sampling

Steward (2006) opines that non-probability sampling allows the researcher to capture a wide range of facets, select elements deliberately, consciously and in a controlled manner with prior design and purpose while the elements of a population will not have an equal chance of being selected from the sampling frame (Steward, 2006). Thus, the selected sample does not have generalisation beyond itself as a critical item and exists in the phenomenological paradigm because of its concentration on specific cases and in-depth analysis will be specific. The researcher adopted the qualitative research method for this study and no intention was harboured to generalise the research findings to the entire population from which the participants were sampled. Therefore, the non-probability sampling technique was appropriate for this study. Moreover, the sampling technique was convenient, judgemental and allowed maximum variation

because questions were asked from those with experience on the research problem. It was also an effective and time-efficient method.

3.7.3. Sampling strategies

Purposive sampling was used to recruit top executives in charge of strategic planning in their individual departments for the study. Purposive sampling is a common qualitative approach that entails identifying and selecting individuals or groups that are educated or experienced with a topic of interest (Palinkas, Horwitz, Green, Wisdom, Duan & Hoagwood, 2015). Purposive sampling was utilised in the study to find individuals who were knowledgeable about the sort of information requested. Purposive sampling also comprises the availability and willingness of study participants to participate, as well as their capacity to articulate and reflect on their experiences (Etikan, Musa & Alkassim, 2016).

3.7.1. Sample size

Qualitative analysis requires a smaller sample size but large enough to obtain feedback for all perceptions. Furthermore, qualitative research focuses on the meaning and not creating generalised hypothesis statements (Creswell, 2014). The researcher sought to capture different views and experiences to ensure that adequate and quality data is collected to support the study.

Table: 3.1. Sample plan table

DEPARTMENTS	MANAGERS	SUPERVISORS	TEAM LEADERS
Accounting department	5	4	3
Assurance department	2	5	1
Consulting department	2	3	1
Digital Transformation department	1	3	2
SUB TOTAL	10	15	7
TOTAL	32		
Population	32		
Sample from each department	4	9	6
Sample	19		

Since the study adopted the qualitative research method, the research samples were drawn from the target population via non-probability, purposive and snowball sampling

(Strydom, 2005). The researcher focused on candidates who share similar traits or specific characteristics. The participants were managers, supervisors and team leaders who have worked for more than five years in the same position and have experienced the role of structure in performance. A total of 32 people were identified who met the criteria, however only 19 agreed to participate. Therefore, the total sample size was 19 participants. Individuals interviewed represented each department and inline with judgement of the researcher. The researcher in identify could first check and ask if the participant met the inclusion criteria, described above. Considering the intricate nature of the non-probability sampling technique adopted and the homogeneity of the study's same-sited population, the sample size for this study was defined a priori based on the recommendations found in monographs describing interview-based studies (Guest, Bunce & Johnson, 2006; Hagaman & Wutich, 2016; Vasileiou et al., 2018).

3.8. Data Collection

Sekeran and Bougie (2013) argue that data collection methods are an integral part of the research project. The authors further mention that several methods are available to the researcher in collecting data, including individual interviews. Purposive sampling was used for the identification and selection of individuals who are knowledgeable or experienced with the phenomenon of interest. The researcher used the following criteria developed by Creswell, (2014):

- Participants must be the Senior Manager of the department involved in taking decisions
- Supervisors involved in strategic planning
- The team leaders who are part of the strategic decision and implementation.

This methodology was followed and 19 participants were recruited. Data saturation was also reached after interviewing 19 participants who included individuals from each and every department which makes up Bonakude consulting. This also presented a balanced voice of Bonakude consulting as a whole since participants were taken from various departments of the organization. In this regard, data collection in this study consisted of email interviews, which were semi-structured. Interviews questions were in line with the research objectives and with regards to the research paradigm chosen.

The email interviews provide a detailed account of a specific phenomenon and an individual's reality (Etikan, Musa & Alkassim, 2016). The questions posed in this study

were relevant to the study's goal and objective. According to Bryman and Bell (2007), researchers can gather data using the interview approach to gain in-depth information and a deeper grasp of the participants' viewpoints on the subjects under investigation. When responding to research questions, interviewees were given the opportunity to elaborate and provide evidence to back up their claims. Another advantage of email interview is that they provide a more comfortable setting for participants', allowing them to be more open and honest while answering questions. The participants' responded in their own time and space, giving the participants' plenty of opportunity to respond to the questions.

The research's goal and objectives were clearly explained through email, with information sheets being sent to all participants. Prior to receiving questions through email, the researcher supplied participants with informed consent letters, which they signed. A pilot study was undertaken by the researcher to guarantee that any potential problems were discovered.

3.8.1 Pilot Study

In order to validate the interview questions before beginning data collecting, the researcher ran a pilot study. The qualitative technique was used in the pilot research to better understand the participants' perspectives on the topic under investigation. The researcher did pre-testing with three randomly selected participants to see if the questions were suitable, how long it would take to finish the interview, and if the participants were comfortable answering all of the questions (Etikan, Musa & Alkassim, 2016). This also allowed the researcher to assess how well the participants' comprehended the questions. According to Van Wijk and Harrison (2013), a pilot study is necessary to determine whether the research instrument will operate and to identify any problems that may require revisions. The researcher felt confident in the format of the questions, thus they stayed untouched.

3.9 Interview schedule

According to Dlamini (2014), the interview schedule is a printed set of self-administered field questions which the researcher uses in questioning participants to retrieve relevant information for the study (Dlamini, 2014). Therefore, an interview schedule was used to collect data from the participants. The schedule consisted of eleven questions which zoomed into the core activities of the managers, supervisors and team leaders of

Bonakude Consulting. The questions were applied to all the participants. The questions in the interview schedule considered the main objectives of the study illustrated in chapter 2 of this study. The interview schedule is attached as Appendix 3. The questions posed were both open-ended and close-ended and the significant difference between them was in the role of the participants when answering these questions. The close ended questions limited the participants' responses to the offered set of alternatives in the questions while the open-ended questions allowed the participants to express their views without limits or the influence of the researcher (Foddy, 1993). It bears repeating, therefore, that this study adopted open-ended questions to probe the participants by adding additional information for their chosen answers which then enabled them to explain further their understanding of the responses to the previous question while capacitating the researcher to investigate the role of structure on employee performance within Bonakude.

3.10. Maximum response

The researcher ensured maximum response by explaining the purpose of the interview schedule to the participants which inducted them to the research subject and elicited informed participation in the study. In this regard, two main approaches were adopted when asking a person to give some time to help. The researcher allowed privacy and avoided questions which might offend the participants.

3.11. Data Quality Control

Qualitative credibility refers to the veracity of the findings, according to Gibbs (2007), referenced in Creswell (2014:201). Individual transcripts were evaluated, and commonalities seen from the perspective of the research participants in this study, which established the results in a believable manner. According to Smith and Osborn (2008), using the Idiographic Interpretative Phenomenological Analysis (IPA) technique may ensure credibility, authenticity, and study integrity. They also noted that the IPA's major objective is to guarantee that the researcher investigates how various participants interpret their experiences. While allowing transferability and dependability to be created, the researcher reflected and maintained a feeling of consciousness and honesty to the investigation and the unfolding results. Creswell and Miller (2000) refer to validity or credibility as one of the qualitative research strengths where accuracy on findings from the researcher standpoint and participants are determined. Spencer et al. (2003) cited Lincoln and Guba (1985), who suggested five criteria which can be used

by the researcher to evaluate the soundness of qualitative research. This includes credibility, transferability, dependability, confirmability and authenticity.

3.12. Data analysis

Qualitative data analysis was supported by Nvivo, a computer-aided software programme, which was used for the purposes of data coding. The researcher analysed the data using thematic analysis which is the qualitative method to analyse and report on the themes within the data. Thematic analysis was appropriate to this study because of its nature in identifying and understanding the knowledge and experience of the participants through examining the patterns present within the data. The following clarify the steps that were used by the researcher to identify the themes which are used to deliberate findings namely:

A) Familiarisation with the data set through repeated readings

Familiarisation is the first step where the researcher is required to be fully immersed and be actively engaged in the data. This was supported by Terre Blanche, Durrheim and Painter (2006) when they indicated that familiarisation is the critical state that the researcher immerses and pays attention to interview transcripts and notes. The researcher firstly transcribed the interactions and then reading, she also re-read the transcripts. She further listened to the recoding in order to ensure that the data reflected exactly what the participants' revealed. The researcher ensured that the initial ideas were noted down. Braun and Clarke (2012) argue that it is very important that the researcher has a comprehensive understanding of the content of the interaction and ensure that he or she has familiarised him-/herself with all aspects of the data. This step provides the foundation for the subsequent analysis.

B) Initial code generation

This is the second step undertaken by the researcher following familiarisation with the data, the researcher further identified preliminary codes which are the features of the data that appear interesting and meaningful (Braun & Clarke, 2012).

C) Construction of preliminary themes

Construction of preliminary themes is the third step which the researcher carried out as the process for interpretive analysis of the collated codes. The researcher ensured that the appropriate and relevant data extracts are sorted according to overarching themes.

Thereafter the researcher's thought process alluded to the connection between codes, subthemes, and themes (Braun & Clarke, 2012).

D) Refinement of themes through comparison with coded extracts and the entire dataset

According to Braun and Clarke (2012:5), refinement of themes requires the researcher to deeply review the identified themes and also, he or she needs to question whether to combine, refine, separate, or discard initial themes. Data within themes should cohere together meaningfully, while there should be clear and identifiable distinctions between themes. This is usually done over two phases where the themes need to be checked in relation to the coded extracts (phase 1), and then for the overall data set (phase 2). This step is where the researcher can generate a thematic map.

E) Naming and defining themes

This step is where the researcher refines and defines the themes and possible sub-themes within the data. The researcher should continue with the analysis in order to further enhance the identified themes. The researcher is required to provide theme names and clear working definitions that capture the essence of each theme in a concise and punchy manner. At this particular point, a unified story of the data emerges from the themes (Braun & Clarke, 2012).

F) Generate the narrative report of the findings

Finally, the researcher is required to transform her analysis into an interpretable piece of writing by using vivid and compelling extract examples that relate to the themes, research question, and literature. It is important that the report communicates clearly the results of the analysis in a way that is understandable by the reader of the merit and validity of the analysis. Furthermore, the researcher must ensure that the report goes beyond a mere description of the themes and shows an analysis that is supported with empirical evidence which answers the research question (Braun & Clarke, 2012).

Thematic analysis is useful and allows for new themes to emerge and expand the knowledge on the topic. Babbie (2014) highlighted the necessity of using popular software when coding data collected so that it can be easily retrievable in future and be used by other researchers. The importance of using thematic analysis is that it prioritises the subjective reality of the participants while reporting on their experiences.

According to Braun and Clarke (2006:81), thematic analysis looks at how people's experiences, meanings and realities to an extent influence and regulate the societal structures and how these structures in turn influence, control and limit peoples' experiences, meanings and reality. The researcher referred to Braun and

Clarke (2006) in the process of analysing data. The researcher started by reading the interview transcript one by one, line by line and re-reading all the transcripts of the interviews, he further listened to audio recorded data and prominent and profound notes were taken as part of this process. This allowed the researcher to highlight matters of interest. Reading the data transcript allowed the researcher to absorb the surface meaning of the words which helped as a trigger for coding and analysis. The information which was relevant to this research study was labelled and different highlighter colour codes were utilised to specify different themes and categories.

The researcher organised the material and ensured that the data was fully coded and ended this phase by collating codes and relevant data. This procedure was carried out to assist the researcher in completely comprehending the significance of the data and identifying probable links among the data. The data was then further organised, sorted, and divided into several categories and sub-categories by the researcher. The researcher then went on to look for any hidden trends within the data. The researcher compiling all of the coded data that was relevant to each theme, completed this stage. The researcher then moved on to the next phase, evaluating themes, in which all of the produced themes were compared to all of the coded data. This was a crucial step since it allowed the researcher to do a quality check. The researcher began this phase by comparing the themes to the data extract to check that the themes were credible and told a compelling story about the data.

3.13. Measures for ensuring trustworthiness

As stated by Polit (2008), trustworthiness is a term used in the evaluation of qualitative data using specific evaluation criteria. Shenton (2004) argues that the trustworthiness of a qualitative study is frequently interrogated by positivists, possibly because their concepts of validity and reliability cannot be addressed in the same way in naturalistic work. Among those who believe that qualitative research should be assessed for quality, Porritt et al. (2014) argue that they adopt this stance because qualitative research can be faulty. In the process of their work, qualitative researchers have been

tasked with justifying their research to counter allegations that it is undisciplined, theoretical, anecdotal, methodologically weak, and subjectively indulgent (Denzin & Lincoln, 2008; Long & Godfrey, 2004).

Lincoln and Guba (1985) introduced the following criteria for developing the trustworthiness of a qualitative investigation: credibility, transferability, dependability, confirmability and authenticity. In terms of the quality criteria established for post-positivists, credibility is parallel to internal validity; transferability is parallel to generalisability; dependability is parallel to reliability, and confirmability is parallel to objectivity (Zitomer & Goodwin, 2014). Quality criteria have developed the complexity of qualitative research methodology and research practice, whilst growing its responsiveness, richness and sensitivity, both politically and ethically (Lincoln, 1995; Tracy, 2010). The criteria have become an expression of quality and serve as a means by which to validate integrity, competence, and the legitimacy of the research process and findings (Zitomer & Goodwin, 2014). Wiid et al. (2013) state that the disadvantage of collecting data from a sample instead of the population is that findings only represent an approximation of the population.

3.13.1 Credibility

Polit et al. (2008) define credibility as, the confidence in truth of data. Credibility implies that the researcher should take charge of the entire course of the research process, building trust through honouring confidentiality and not breaking any promise, and understanding the phenomena of interest from the participants' viewpoints (van Wijk & Harrison, 2013). Finlay (2006) posits that a credible study does not essentially require readers to agree with the conclusions of the study; rather, the readers need to see what the researcher saw, irrespective of the degree to which they agree. In addressing credibility, the researcher attempts to prove that a true picture of the phenomenon under investigation is being presented (Shenton, 2004). Credibility involves the extent to which the phenomenon represents experiences shared by participants or observed by the researcher (Cohen & Crabtree, 2008). Credibility attempts to answer the question: How congruent are the findings with reality? (Shenton, 2004). According to Cooney (2011) and Finlay (2006), the credibility of a study contributes to the ability to identify with the research findings and their interpretation, and to consequently make decisions based on them.

The purposive sampling method was used, and this is said to be a form of sampling that focuses on candidates who share similar traits or specific characteristics (Etikan, Musa & Alkassim, 2016:3). The participants were managers, supervisors or team leaders who have worked for more than five years in the same position at Bonakude. A convenient sample of 19 subjects was selected from the two departments. The researcher honoured the terms and conditions stipulated in the ethical clearance and permission. This included a high level of confidentiality, privacy and anonymity for the participants, by using pseudonyms where necessary. This also included not using the title or occupation of any participants.

The amount of data collected was sufficient to answer the research questions, and the interview schedule asked of participants were open-ended. This enabled the findings to be aligned with reality in terms of how participants experienced organizational structure on employee performance. The line of interview schedules pursued, as well as the methods of data analysis, contributed to the credibility of the study. The credibility of the data was enhanced by recording of interviews, and the assurance that the data would be kept for a period of five years. There are no rules for sample size in qualitative studies, as it depends on what one wants to know, the purpose of the inquiry, what is at stake, what will be useful, what will have credibility, and what can be done with the available time and resources (Marshall, Cardon, Poddar & Fontenot, 2013).

3.13.2 Dependability

To ensure dependability, the qualitative research process should be logical, sound, traceable, and evidently documented (Porritt et al., 2014). The dependability criterion is difficult to meet in qualitative research, though a researcher should attempt to enable future researchers to replicate the study (Shenton, 2004). Dependability indicates the consistency of the findings, even if the enquiry was to be replicated in another context. In order to address the dependability issue more directly, the processes followed during the study were reported in detail, thereby enabling any future researcher to repeat the study, even if not necessarily to gain the same results. Such in-depth reporting could allow the reader to assess the extent to which proper research practices were followed. This included details of the research design and its implementation, describing what was planned and executed, and the operational details of data collection, which addressed what was done during the research process. This enables readers to gain an in-depth understanding of the methods used in the study.

3.13.3 Confirmability

In order to ensure confirmability, researchers have to prove that the findings emerge from the data and not their own bias (Shenton, 2004). Confirmability in qualitative research suggests that the study is free of unfairness and bias in the procedures and interpretation of results, and that the data collected, and the conclusions drawn can be achieved by other researchers examining the same situation (Ary, Jacobs, Sorensen & Walker, 2013).

3.13.4 Transferability

According to Porritt et al. (2014), transferability in qualitative research is an area of disagreement among researchers, because it refers to the generalisability of research results and corresponds to external validity in quantitative research. According to Zitomer et al. (2014), transferability is parallel to generalisability. Salmond (2012) states that it might be thought of as a matter of 'fit' between the situations studied and others to which one might be interested in applying the concepts and conclusions of that study. To ensure transferability, the researcher has to provide necessary details of the circumstances of the fieldwork, in order to enable the reader to decide whether the dominant situation is similar to another situation, and whether the findings can reasonably be applied to the other setting (Shenton, 2004).

In this study, purposive sampling was used, and sufficient data was provided in the research report for an evaluation of the transferability of data to other contexts.

3.13.5 Authenticity

Guba and Lincoln (1989) identify different types of authenticity as criteria of fairness: ontological authenticity, educative authenticity, catalytic authenticity, and tactile authenticity. In this study, the analysis and interpretation included an honest and accurate representation of the participants' viewpoints, thereby upholding the quality of qualitative research (Lyons, Bike, Ojeda, Rosales Meza, Johnson, & Flores, 2013). The researcher ensured that all participants were treated fairly and with respect. The researcher wrote a report that conveyed the experiences, perceptions, and views of participants regarding the research phenomenon, as presented during the study. Where necessary, inverted commas were used to cite verbatim, while ensuring that confidentiality was not compromised by using pseudonyms and ensuring that all personal data was anonymous. The researcher also ensured that no participant was

marginalised in terms of their views because of their level, knowledge or experiences. According to Wiid et al. (2013), the disadvantage of collecting data from a sample, instead of the population, is that findings only represent an approximation of the population.

3.14. Limitations to the study

Rowley (2014) states that all research studies have limitations. Hence, researchers are expected to make reasonable decisions when conducting a study taking into consideration limited resources and time. With regards to limitations, this study only focused on one research organization with a small sample size and cannot generalise the results. The researcher recruited 32 participants' but only 19 agreed to participate due to their busy work schedules and the researcher planned to conduct a face-to-face interview but opted for email interviews because of Covid-19. The study had to comply with the University regulations in line with regulations of the Department of Health. However, given the qualitative nature of the study, the aim was not to generalise but to provide description of the research question which was facilitated by a semi-structured interview guide (Creswell, 2014).

Using email for data collection also has some challenges and potential disadvantages. A disadvantage of email interviews for participants' is that crafting the written responses is by nature more time consuming than oral interviews.

3.15. Ethical Considerations

In any study, cognisance is given to ethical considerations to ensure that the participants were not harmed or disadvantaged in any way. The ethical issues that were addressed in the study are informed consent, anonymity as well as privacy and confidentiality.

A gatekeeper's letter was obtained from Bonakude Consulting which allowed the researcher to undertake the study in their Head Office in Durban. Having been granted permission, the researcher then approached the participants and sought their voluntary participation in the study. A letter of informed consent was distributed to each participant. They were required to read the form carefully and append their signatures if they agreed to participate. They were informed that they could withdraw voluntarily from the study at any stage without being jeopardised in any way. The researcher made the process for investigation known to the participants before the study began.

According to Kaiser (2009), ensuring confidentiality and anonymity by qualitative researchers, while offering a rich and complete explanation of social life offers distinctive challenges. These challenges should be effectively looked at in the ethical consideration phase of a research project. Researchers should abide to the application of appropriate moral principles and ethical standards during the process of conducting research. To ensure that appropriate ethical principles were adhered to, the researcher obtained an ethical clearance certificate from the UKZN research office ethics committee before research survey commenced (Ethics clearance number: HSS/0401/016D). Gatekeeper's letters were obtained from the institutions participating in the study. Participants' consent was sought before data was collected. The purpose of the research was explained to participants, who were made aware that participation is voluntary and they could withdraw at any time from the study if they needed to. Participants' identity was kept anonymous and the information they have provided confidential and strictly used for academic purposes only. All sources used in the study were acknowledged through citations and references. Objective reporting of findings was given. Turnitin was used as a method to monitor plagiarism, and the accepted similarity index by the school was observed. To ensure that appropriate ethical principles were adhered to, the researcher obtained ethical clearance certificate from the UKZN research office ethics committee before research survey commenced (Ethics clearance number: (HSSREC/00001654/2020). Section one of UKZN Research Ethics Policy, articulates the importance of a high standard of honesty and integrity which the researcher is expected to demonstrate. Participants were fully informed about what is the research study is about and its benefits (Cooper & Schindler, 2010). Each participant was given a letter with information about the study and they were asked to provide written consent to participate.

The principle of anonymity was strictly adhered to in this study. The researcher did not disclose any information about the participants to any third party. There is no section in the form where participants are requested to provide their names or any information that will expose them to criticisms or enable their identification. Data gathered from the participants were kept securely to prevent unauthorised access. It will be stored and disposed of in terms of the guidelines of the University of KwaZulu-Natal. Furthermore, data were analysed by aggregating the results and no individual responses were reported.

3.16. Conclusion

Since the research technique should not be complicated, it should be simple to comprehend for everyone (Tustin et al., 2005). This chapter described the study design as well as how the interview schedule was created, tested, and modified. It went into detailing the strategies utilised to choose participants for the research. Furthermore, the chapter described the systematic gathering of data – that is, how the study was carried out and the organization of practical factors such as personal and in-depth interviews, as well as the identification of participants. In Chapter 4, we evaluate data in a systematic way.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF RESULT

4.1 Introduction

Organization structure, as a component of a business, is concerned with an issue critical to operations management, such as managing people, which facilitates coordination and communication, both within the operations function and between the organization's other business functions. For many years, Funminiyi (2018) have studied organizational structuring extensively, with the overwhelming conclusion that there is no best way to restructure any organization. The study aimed to explore the role of organizational structure on employee performance at Bonakude Consulting Firm. This is important, as it will allow the organization to make strategic choices and better deal with the changing business environment. Using thematic analysis and Nvivo software, key themes were identified and presented in this chapter, in a quest to address the study aim.

There is a rising acknowledgment of the relevance of organizational structure in aligning any organization's success with employee performance. The primary goal of this study was to look at the impact of organizational structure on employee performance. It was a Bonakude Consulting Firm case study. It focused specifically on the influence of hierarchy on employee performance; identified elements that inspire workers; and assessed the effect of organizational structure on employee performance.

Furthermore, the study's findings show that collective decision-making assists employees in achieving job satisfaction. Organizational structure has an impact on employee performance and, it is also necessary for employees to have a suitable organizational structure in order to perform successfully at work. Employees are affected by organizational structure in both good and bad ways. The findings of this study offer the required knowledge to the institution and improve its efforts to fulfill both current and long-term expectations. Because it was a case study, other institutions can refer to the findings and adapt them to their own organizations.

More centralisation will result in tighter management control, but it will also result in more inflexibility owing to a lack of worker autonomy, as well as formalization to the

extent that tasks are standardised and regulated by rules and procedures. One of the primary features of a bureaucracy is extensive formalization. Greater formalization is likely to improve the efficiency of individual operations, but it may also lead to increased inflexibility because workers may become incapable of performing non-standard tasks, specialisation, and the extent to which the organization's work is divided up into separate elements.

The previous chapter outlined the research methodology utilised in this study. This chapter outlines the research findings. Interview schedules were conducted via email and all received emails were saved under one folder created by the researcher. All participants were informed of each process, they all signed an informed consent form, and they were notified that the sessions were being recorded just for transcribing and they would be deleted once the transcribing process is complete. The study had nineteen participants from the Bonakude Consulting Firm (Durban Office) who are team leaders, supervisors, and managers.

The researcher was primarily interested in determining how the organizational structure helped the employees. Four of the nineteen participants said it has helped them have clearly defined authority and duty, ten of the nineteen participants said it has helped them have a stronger team spirit, five of nineteen participants said it has helped them have clear promotions, and four said it has helped them be motivated. This shows that having a solid organizational structure will assist people in having clearly defined roles.

4.2 Participants' demographics

The participants who were involved in this study were team leaders, supervisors, and managers from the numerous departments within the firm. The participants had worked for the institution for a number of years and have extensive experience on the organizational structure.

4.2. 1 Participants' profiles

Note: The following are the correct titles, but all names are pseudonyms for the purposes of anonymity.

Table: 4.1 Participants' profile

No	Name	Gender	Race	Occupation	Number of years work experience
1.	Mr. A	African	Male	Manager	11
2.	Mr. B	African	Male	Project Manager	7
3.	Mr. C	African	Male	Director	15
4.	Mr. D	African	Male	Senior Manager	14
5.	Mr. E	African	Male	Senior Manager	15
6.	Ms. G	African	Male	Manager	8
7.	Mrs K	African	Male	Supervisor	9
8.	Mrs. H	African	Female	Supervisor	10
9.	Ms. I	African	Female	Team Leader	12
10.	Ms. J	African	Female	Manager	14
11.	Mrs. L	African	Female	Team Leader	8
12.	Mr. M	African	Male	Manager	10
13.	Ms. O	African	Female	Supervisor	8
14.	Mr. T	African	Male	Supervisor	7
15.	Ms. P	African	Female	Senior Manager	5
16.	Mrs. Q	African	Female	Manager	8
17.	Mr. R	African	Male	Team Leader	5
18.	Mrs. U	African	Female	Supervisor	5
19.	Mr. V	African	Male	Supervisor	5

Mr. A: African male, holds an executive position. His role includes strategic planning, leading and controlling the department. He is also responsible for the day-to-day

approval of operations within his department. He has worked at Bonakude Consulting for more than five years in a leadership role and as a senior. He has +/-15 people reporting to him.

Mr. B: African male, in executive level. His role includes strategic planning, leading, and controlling the department. He is also responsible for the day to day and approval of operations within the department. He works in collaboration with international and external stakeholders. He has more than 10 year's leadership experience.

Mr. C: Black male, accomplishes department objectives by managing staff; planning and evaluating department activities. Maintains staff by recruiting, selecting, orienting, and training employees. Ensures a safe, secure, and legal work environment. Develops personal growth opportunities.

Mr. D: African male, holds a senior management position. His role includes working in conjunction with the executive director in strategic planning for the department, and other issues related to leading and directing the department.

Mr. E: African male, senior management working in conjunction with the executive director. His role includes setting up organization performance target and organization strategic plan. His office is also responsible for monthly monitoring of the department performance and control.

Mr. G: African male, in a senior management position. His role includes strategic planning for the department. He works at the head office; other duties include approval of the day-to-day activities in his office and also manages projects and project staff in his office. He has eight years' experience in leadership roles.

Mrs. K: African female, holds a senior management position. Her role includes strategic planning for her department. She is responsible for managing all employees in her department including approval of the day-to-day activities in her department.

Mrs. H: African female, in a supervisor level, who works in conjunction with the manager in her department in strategic planning and allocation of work for the team based in her

office. She is also responsible for approval of the day-to-day activities for her department. She has more than 10 years' experience in leadership role.

Mrs. I: Black female, head of the office who works in conjunction with the supervisor. She is part of the department strategic team. She has 12 years' experience in a leadership role in her department.

Mrs J: African female, holds a senior management position, who works in conjunction with the director of her department in strategic planning. She is also responsible for the management of all the operations' activities in her office. She has cleaners, receptionist and securities reporting directly to her. She has more than 10 years' experience in a leadership role.

Ms. L: Black female who holds a management position. She has more than 10 years' experience in a leadership role. Her responsibilities include working in conjunction with the directors in her department in strategic planning. She also manages the day-to-day activities in her office. She is also responsible for supervising and managing security staff and cleaners in her office.

Mr. M: African male who works at a senior management position. His role includes working hand-in-hand with the executive director and other department leaders in strategic management. He is responsible for supervising and managing the administration team in his department. He has 10 years' experience in a leadership role.

Ms. P: Africa female, holds a senior management in her department. She works hand-in-hand with the executive director and other leaders in her department in strategic planning. She is also responsible for supervising and managing the administration team in her department. She has more than five years' experience in leadership roles.

Ms. O: Black female, holds a supervisory position in her department. She deals with strategic planning in conjunction with the manager and other leaders in her department. Her role includes supervising and managing the administration team in her department. She has seven years' experience working in a leadership role in her department.

Mr. T: African male, in a supervisor level, who works in conjunction with the manager in his department in strategic planning and allocation of work for the team based in his office. He is also responsible for approval of the day-to-day activities for his department. He has more than 10 years' experience in leadership roles.

Mr. R: African male, in management level. His role includes strategic planning for the office, managing more than 30 project staff. He is also responsible for the performance of the office, including project financials. He has 12 years' experience in a leadership role.

Mrs. U: Black female. She occupies a supervisory position. She is part of the strategic team for the office. Her role includes managing project staff and project deliverables in her office. She has five years' experience in a leadership role.

Mr. E: Black male who holds a supervisor position. He is responsible for strategic planning for the office as well as managing project staff. He has five years' experience in leadership roles.

The findings indicated that out of the nineteen participants' interviewed, four have worked at the strategic positions between 2-5 years and three have worked between 6-15 years. The study required employees with significant experience in strategic management and the years of experience that they have worked at Bonakude indicates that all the participants were highly experienced regarding the impact of strategy in employees' performance, and they contribute to the overall strategic of the organization.

4.3 Presentation and discussion of interview results

The data for this study was collected through a semi-structured interview. All interviews were received by email. The data was transcribed from an email interview and transformed from raw data into actionable information to understand the knowledge and experience of organizational leaders involved in the structure.

According to Pope, Mays and Popay (2006: 69), Researchers group data into subjects, examine all cases of the study, and consider and compare all symptoms of each subject. confirm . Essentially, subject analysis involves the process of identifying,

analysing, organising, explaining, and reporting the subject found in the data (Braun & Clarke, 2006). The data collected from the interview was analysed using subject analysis and the data was categorised into various themes and sub-themes that emerged from the themes related to the answers and the context of this survey. Braun and Clarke (2012) suggested that subject analysis is an important process that researchers use when identifying patterns or themes in qualitative data. This study adopted Braun and Clarke's (2012) six steps framework to analyse data. The researcher started by reading the interview transcripts one by one, line by line and re-reading all the transcripts of the interviews. This allowed the researcher to highlight matters of interest.

Reading the data transcript allowed the researcher to absorb the surface meaning of the words which helped as a trigger for coding and analysis. This stage is referred to as data familiarisation, where the transcripts are read, and themes are studied in order to allow the researcher the ability to list key ideas and recurrent themes (Pope, Ziebland & Mays, 2000). The information which was relevant to this research study was labelled with different highlighter colour codes to specify different themes and categories. This step is called coding. Coding relates to the process where codes are labelled and allocated to the units and later grouped to categories (Sekaran & Bougie, 2013). Terre Blanche and Painter (2006: 324) add that coding entailed marking different sections of the data as being instances of, or relevant to, one or more of the themes. The researcher organised the material and ensured that the data was fully coded and ended this phase by collating codes and relevant data. This process was done in order to help the researcher to fully understand the meaning of data and also to find possible relationship within the data. The researcher further organised, arranged and classified data into different categories and sub-categories.

Researchers continued to look for themes that might be hidden in the data. The researcher completed this step by compiling all the coded data appropriate for each subject. Researchers take the next step. A theme review is when all developed themes are reviewed in relation to all coded data. This step is important and has allowed researchers to perform quality checks. At this particular step, the researcher examined the subject using the first collected data extraction, confirmed that the subject was compelling, and provided a compelling story about the data.

The following were taken into consideration when the researcher was reviewing themes:

- Do themes make enough sense?
- Checked if the data supported the themes
- He was conscious of trying not to fit too much into themes.
- Investigated if themes overlapped or if they were really separate themes.
- Investigated if there were themes within the themes?
- And finally, whether there were other themes within the data?

Step five that was taken by the researcher was defining and naming themes.. In this process, the researcher investigated what themes are really telling and how the identified themes fit in this particular study.

Following is the thematic map that illustrates the relationship between identified themes and sub-themes.

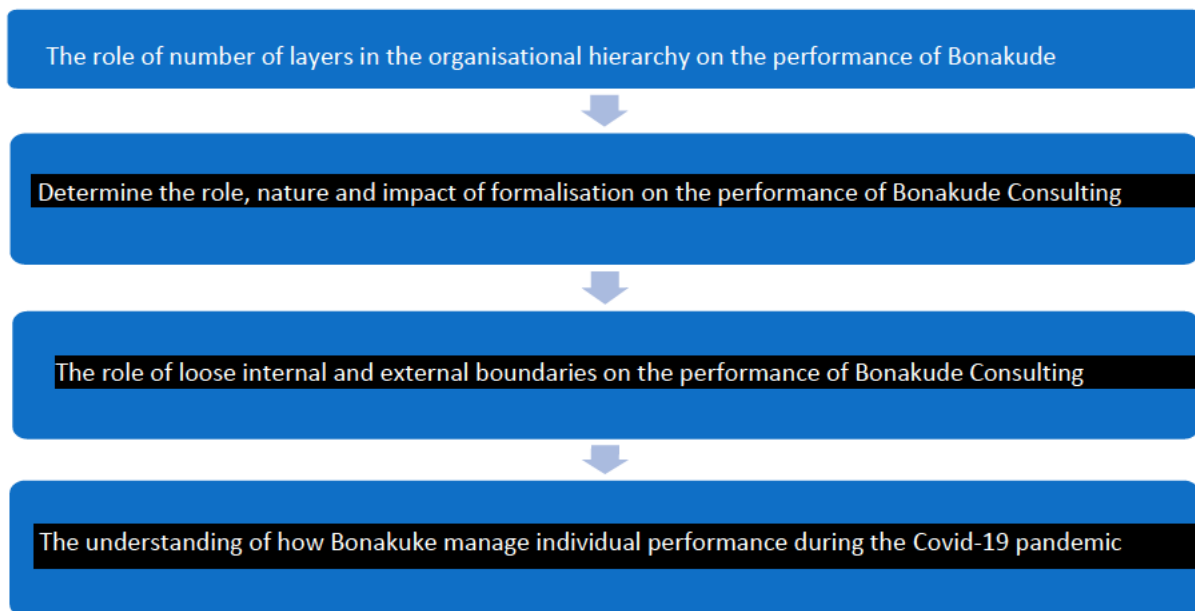


Figure 4: Emanating themes

4.4 The role played by the number of layers in the organizational hierarchy on the performance of Bonakude Consulting

Participants were asked about the company layers of hierarchy in decision making

4.4.1 The understanding of organizational structure

All of the participants defined organizational structure in their own words, however the majority of the participants agreed that it is a framework that describes how particular tasks are directed in order to meet an organization's objectives. Rules, roles, and obligations are examples of these activities. The way information moves across levels inside a corporation is also determined by the organizational structure. The finding is consistent with Funminiyi (2018) who added that organizational structure entails clarity of task responsibilities, which allows harmonious work relations among the employees. The participants were questioned so that the researcher could see if they grasped what the term organizational structure meant. Regarding her comprehension of performance evaluation,

An organizational structure is a system that outlines how certain activities are directed in order to achieve the goals of an organization . Mrs. K

These activities can include rules, roles, and responsibilities. The organizational structure also determines how information flows between levels within the company. (At Bonakude consulting the organizational structure is per this order, CEO on top then followed by Directors, senior managers, project managers, and consultants). The organizational structure reflected by formality and standardisation has a positive and significant impact on organizational performance reflected by internal effectiveness, external effectiveness, and internal justice.

Organizational trust, reflected by cognitive-based trust and influence-based trust, positively influences organizational performance reflected by internal effectiveness, external effectiveness, and internal justice. The results of this study support research that has been done previously by Fatma Ince (2018), Guinot and Chiva (2018), Singh and Desa (2018), and Botwe, Kenneth and Masih (2016). Organization structure has an impact on the employee performance; a poor organization structure means that there will be low productivity, less delegation of work, no incentives provided and centralised decisions.

All 19 participants understood what an organizational structure is and this is reiterated in some of the statements expressed by the participants below:

Organizational structures are activities and the way roles are structured or defined with the aim of achieving the purpose of the company or achieving objectives of the company Ms P

The relationship between organizational structure and employee performance is the corner stone of structures, in that the structure clearly outlines responsibilities and delegation of authorities meaning the structure assists in outlining performance outcomes of each and every employee in the company and what type of decision they can take and goes as far to outline how much each can spend Mrs. H

According to the participants, organizational structure provides guidance to all employees by laying out the official reporting relationships that govern the workflow of the company. A formal outline of a company's structure makes it easier to add new positions in the company, as well, providing a flexible and ready means for growth. The role of organizational structure is to find people who best fit each job description.

Each of these people form part of a team with an overall mission to manage the company's cash flows, while each has a specific set of duties that add to the efficiency and ensure the thoroughness of the team. It also came up that structure gives employees more clarity, help manage expectations, enable better decision-making and provide consistency. Organizational charts also assign responsibility, organise workflow and make sure important tasks are completed on time. According to Jongbloed (2007), as cited in Ahmed (2012), an organizational structure must be clear to everyone to avoid confusion about the reporting protocol and the actual approach to the functioning of the organization. Some of the challenges faced by organizational structures, as indicated in an article by Benneworth (2017), are departmental loyalty, new management, confusion and company goals .

4.4.2. Hierarchy and accountability

The company's hierarchy helps personnel at various levels to identify the line of command and acts as a reference point for decision making. Without a hierarchy, a corporation cannot successfully hold its executives, managers, and employees responsible. A successful hierarchy holds leaders accountable for results and provides

for the replacement of failures with new people, often through internal promotion. That is how hierarchy finally serves the organization's success. The hierarchical structure benefits the organization or enterprise. It establishes clear lines of authority and reporting inside the organization, as well as a better knowledge of employee roles, duties, and responsibility for actions or decisions taken at various management levels. All the responders shared their thoughts on the Bonakude tiers of hierarchy.

The company layers are necessary to ensure that proper decisions are taken by qualified individuals. Our organization is not that big and equally the layers of hierarchy do not delay processes Mr. B

There is well organised layers, we have CEO, directors and managers as well as employees who work on the ground level and report to managers as per the organizational structure. The company has a division structure of reporting, which positively works for the company Ms I

Company layers of hierarchy/value chain system in the organization delays the approval of critical projects that are necessary in attainment of the objectives of the organization Mr. D

The more layers the organization has, the more complex the structure of the organization, the more complex the structure, the more difficult the co-ordination and integration of organizational system becomes. Okafor, Agbaeze and Obi (2017) citing Nahm (2018) forwarded that fewer layers in the organizational hierarchy facilitate decision-making and facilitate employee performance, which is in line with the findings of the study. The primary goal of this research study was to assess the impact of organizational structure. According to the findings of the study, organizational structure has an impact on employee performance. The findings also demonstrate that a good organizational structure is advantageous to employees in terms of job satisfaction and hence, improving their performance.

4.4.3 Hierarchy and decision making

The decision-making is a group affair and there are different patterns of participation in the decision-making process. At this level where one man has the final authority, there is elaborate consultation and deliberation before the chief executive takes the final decision. Business organizational structures came about to simplify decision-making. The typical organization chart depicts a hierarchy of authority starting with the

chairman, Chief Executive Officer (CEO) and other executive officers at the top because the executive officers set the goals and direction of the company.

Quicker decision making. Most of decisions in the company are collectively taken by managers who works with employees on the ground however some decision go to directors' level or maybe to CEO for guidance Mrs. Q

This can mean decisions can be taken promptly and executed timeously. The staff is more motivated as they are involved in decision making Mr. E

The bureaucracy of the organization is very critical in movements of the approval and decision making. The smaller the origination the easier the flow of decision making and cascading of decision by the company Mr. V

Firms operating in an uncertain environment should delegate decisions to the level where workers may quickly adjust to the changing situations and provide value to their customers (Doll & Vonderembse, 2015). The execution of decisions, according to the participants, does not take long. Staff members appear to be motivated since they are involved in the decision-making process. Because auditing firms primarily deal with external clients, it is simple for them to make quick decisions in the field while they are dealing with a problem. However, the employees do not make all the choices; the CEO must make some. In many firms, the senior management team is charged with assisting the CEO in making major decisions. To make greater use of top executives' time and abilities those particular assignments that complement rather than duplicate the kitchen cabinet's advising functions should be appropriately delegated.

A CEO who recognizes his or her cabinet's function and finds the correct balance between it and her formal advisory group of executives can obtain the best of both worlds. The organizational structure of formalization has been regarded from the angle of how decisions and working relationships are governed by formal rules and standard policies and procedures (Walker & Ruekert 2017) According to the comments, Bonakude prefers flatter hierarchies. Flatter hierarchies increase autonomy, which is a crucial determinant in employee satisfaction at work. Employees are naturally more active in decision-making in flatter organizations since there are fewer supervisors to defer to. People are also more likely to participate in job crafting to meet the changing demands of their position, the organization, and their coworkers, which can lead to the development of more autonomy as employees establish new areas of emphasis.

4.4.4 Hierarchy and communication

The participants were asked how the few layers of hierarchy contributes to communication in the organization. An effective hierarchy makes leaders accountable for results and the success of the organization as whole including owners, managers, and employees.

Communication fosters relationships, especially workplace ties that allow employees to co-ordinate their efforts for the greater benefit. Growing small firms must ultimately create an organizational structure to minimise overlaps or gaps in activity that might jeopardise co-operation. The structure not only determines everyone's position, but it also forms a communication hierarchy. The links made in the structure support the hierarchy. Having effective communication channels in place for the small business will guarantee that crucial items do not fall through the cracks and that misunderstandings are avoided.

The levels in the communication hierarchy establish how people and departments communicate across the organization. People of the same or similar level communicate among themselves. These horizontal communications allow people to co-ordinate efforts so that one hand knows what the other is doing (Lunenburg, 2012). The communication hierarchy's tiers define how employees and departments communicate across the company. People who are on the same or comparable levels converse with one another.

Managers of departments are no exception. External connections with suppliers and customers are included in horizontal communication. Communication is very important as it offers direction and focus in the organization. Furthermore, it is a process of strategic management which provides the link between key strategic issues and the organization as a whole (Steyn, 2000). Employees must be kept up to date, and the hierarchy must be avoided. Sometimes communication needs to be direct and often multiple channels are used.

An organizational structure is the method that an organization employs to delineate lines of communication, policies, authority and responsibilities. It determines the extent and nature of how leadership is disseminated throughout the organization as well as the method by which information flows. Organizations commonly adapt either a flat or hierarchical structure.

The company has introduced a normal routine of open door, which means each office of management is accessible for formal and informal communication platform, however such communication should be done on a professional manner even though we work as a team and we make friends, but we are professionals . Ms J

The few layers of the organization hierarchy fast track the movement of document of approval . Ms O

The communication is cascaded quickly and there is easy communication with employees at all levels, a few layers of hierarchy structure remove the barriers between top level management and front-line staff Mr. B

The above excerpts thus reveal that communication occurs in three directions: upward, downward, and horizontally. Through formal channels like policy documents, rules and regulations, and organizational charts, downward communication goes from the administrative and executive levels to the workforce. In a flat organization, the Bonakude employee's effectiveness rises as well. The laws, regulations, and reporting mechanisms are all straightforward. When just one or two supervisors are responsible for managing an individual or department, it is easy to comprehend expectations and responsibilities. A flat organizational structure reduces departmental disputes, and collaboration grows when everyone relies on the help of others to succeed.

Employees may function with more flexibility with fewer layers of supervision, resulting in fewer disagreements and higher effectiveness for everyone. These findings concur with Root (2017) that one of the dangers of creating departments is the appearance of different group mentality between the departments whereby each group sees themselves as independent of the other instead of working together for the better good of the organization. Root (2017) also stresses that new management can also pose challenges to an organizational structure. Root (2017) further states that if there have not been changes of management for many years, the organization may start to settle into doing things following a particular approach .

4.5 The nature and impact of formalization of structure on the performance of Bonakude Consulting

4.5.1 The impact of formalised organizational structure on employee performance

The participants were questioned about the understanding of the relationship between organizational structure and employee performance for the researcher to establish whether the employees at Bonakude understood the importance of the relationship between organizational structure and employee performance. All the participants' shared their own understanding as to what the role of organizational structure on employee performance is to them and provided more or less the same responses.

Formalised rules and procedures encourage employees to effectively perform their tasks. Through formalization companies can improve their relationship with their suppliers, and achieve a better internal information flow, which results in a greater knowledge to market and cost structure. Formalization also influences direct transaction costs. For example, it provides checklists and support through standardised documentation, benefiting quality and avoiding reprocessing . Mrs. U

Goodman, Pennings and Associates (1917), as cited by Henri (2014), indicated that organizational performance or effectiveness mainly reflects a construct perspective in which the focus is on the definition of the concept in terms of assessment and conceptualisation which is in line with the findings of the study. According to several participants, formalization helps to explain the alignment between the organization's mission and professional goals, decreasing conflicts between the demands of the organization and the needs of the employees. Formalization improves access to resources and expertise while also encouraging collaboration.

As a result, formalization creates a shared framework between employees and businesses that aids in the achievement of organizational objectives. The researcher looked at the impact of structure formalization on employee performance in this subject. Based on the comments, it appears that formalization and employee performance have a good association. Employees may do their activities more effectively because to the formalization, which offers rules and processes that reduce role conflict, ambiguity, and promote co-ordination, all of which improve quality, delivery, and flexibility. These

results are consistent with Hellreigel et al. (2004) and Steyn (2014) who stated that self-management competencies will make managers more productive and improve the performance of any firm.

As a result, formalization plays an essential role in this business since it is inextricably linked to quality management programmes, particularly in terms of procedure development. Furthermore, Bonakude faces stiff rivalry from other auditing companies, necessitating increased competitive power in order to fulfill corporate goals. Companies may improve operational and business performance by formalising processes, defining rules and procedures, encouraging conversation, and taking into account employees' knowledge. The following are some key assertions made by participants, based on their understanding of the link between organizational structure and employee performance:

Every year employees sign the performance agreement which guide the performance of each employees and as per the structure employees are motivated to study further in order to fill the space within the organizational structure . Mr. A

According to the comments above, performance mergers are implemented in order to boost employee performance. The structure is also used to analyse and ensure that personnel are doing their assigned tasks successfully and to the best of their ability, therefore contributing to the organization's overall objectives and goals. The results also showed that participants also valued the importance of intrinsic rewards (promotions and recognition) and that financial rewards do not always have to take precedence for motivating employees to perform. According to Nduka (2016:17), the employer does not always need to motivate employees with financial rewards (bonuses) alone but may motivate them using non-financial rewards because it is evident that employees are motivated by their own integral needs to achieve something tangible at a demanding task. Employees have that inner desire of wanting to achieve and grow, no matter how hard the task at hand is, the harder it is the more desire they have. An employee will always strive to complete a task if given the appropriate recognition or reward for performing beyond their capability. This is in support to what Ingram said (2012). Organizational structure provides guidance to all employees by laying out the official reporting relationships that govern the workflow of the company.

4.6 The role of loose internal and external boundaries of structure play on the performance of Bonakude Consulting

Organizational boundary is a term used in business and the legal profession, mainly to distinguish one company from a separate but related company (Bucic & Gudergan, 2004). It is also used to isolate a company from other external stakeholders as well as internal links (Bucic & Gudergan, 2004). To operate effectively and efficiently, an organization must have a good structure with blurred boundaries.

4.6.1 The open boundaries at Bonakude enable free communication with customers, suppliers and other companies

Intranet communication, according to Mr. E and Ms J, is a private internal company network that allows employees to exchange information, collaborate, and improve communications. Business may interact and work more efficiently with chosen business partners, suppliers, and customers thanks to the extranet. Participants responses revealed that authority structures and who is ultimately accountable for making final decisions in a certain region. Setting company boundaries allows Bonakude to express expectations to consumers and clients in a way that they will understand and appreciate. It also enables them to convey their company needs and regulations to stakeholders in a clear and concise manner. Healthy boundaries, according to Smith and Lewis (2011), are essential components of self-care. Employees who are not given limits feel exhausted, exploited, taken for granted, or intruded upon. Poor boundaries, whether at work or in personal relationships, can lead to resentment, hurt, rage, and fatigue. See some of the responses from the participants':

There are NO open boundaries, customers or the industry at large have contact numbers of who to contact regarding specific issues . Ms J

As much as the intention is to have a free flow of information within the organization and amongst the employees, stakeholders like small business enterprises find it difficult to work with the organization because of the nature of bureaucratic system of the organization . Mr. E

4.6.2 The customer's feedback.

The participants were asked about the feedback they receive from clients based on their own experience(s). The feedback from clients has its disadvantages like any other system that involves the lives of individuals, but it is not all bad, it does have its benefits.

Yes, it contributes by making us work more harder to improve the quality of services we offer to our clients. Without knowing how customers feel about your performance a company will never know when they are doing something wrong or not meeting customer needs . Ms I

Bonakude consulting, according to participant's replies, prioritises consumer input. Client feedback allows Bonakude to determine if they are pleased or dissatisfied with a product or service, as well as the overall experience they had with the company. Their feedback was valuable in terms of enhancing the customer experience and tailoring activities to their requirements. Customer loyalty and happiness are important factors in determining a company's financial performance. It is related to a slew of advantages, including improved market share, cheaper expenses, and more income. Bonakude communicates that their clients' opinions matter by asking for comments. They include people in the development of their company, making them feel more connected to Bonakude. Listening to their voice can help one build greater customer relationships.

In conclusion, a pleased consumer is more likely to stay with the firm. Unsatisfied customers eventually seek a more suitable firm and leave; customer feedback helps to determine if clients are satisfied with the service and detect areas where company should improve.

4.6.3 Decision-making process

The researcher asked the management whether involving employees in the decision empower them and makes them feel belonging to the Bonakude.

All decisions are taken by Top management to my knowledge Mrs. Q

The company usually sits for Manco meetings and for every decision taken that affects the Bonakude staff the senior managers communicates to project managers and project manager communicates to consultant . Mr. V

Only a few of the participants' felt that employees were not included in decision making. Shane (2010) revealed that when employees see themselves as not being part of the

decision-making process, they become discontented and apathetic which is likely to adversely affect organizational performance. The disengaged employees cause disruption and dissatisfaction within the company. Even actively engaged employees can experience decreased morale if the overall team level of engagement falters. Just a few actively disengaged employees can have a net negative effect on the work place.

Yes, if employees are made part of the decision making, once the decision is implemented, then employees feel that they are making their own decisions contribute to the profitability of the company thus you see more commitments and push for success . Mrs. L

Yes, it does. Involving lower level employees in the decision-making process not only empowers employees but shows they are also an integral part of the company and their inputs and views matter. This boost the morale of the employees and this allows support on the process as all employees understand the vision and have been consulted. Active participation increase employee motivation . Ms O

When the hierarchical layers of the organization are few in a sense that information gets filtered down to everyone, it become easier to have a buy in from employees to the decision of the organization. Therefore, staff members turn to own decision taken by the organization because they feel part and parcel of it, consultation was done accordingly . Mrs. K

Yes, it does in that way we can determine what is happening on the ground . Mr. A

Most of employees feel empowered at work, which is associated with stronger job performance, job satisfaction, and commitment to the organization, according to Shane (2024). Involving employees in decision making boosts creativity, but not so much for improving routine performance. Employees feel empowered at work, which is associated with stronger job performance, job satisfaction, and commitment to the organization.

Participants agreed that including employees in decision-making empowers them and helps them feel like they are a part of Bonakude. Employee participation in decision-making not only enables people to contribute to an organization's success, but it also

saves the firm time and money through higher productivity and less outsourcing. Employee involvement in what they were doing, according to management, was the first step in building a more productive work environment. Employee empowerment and engagement are effective approaches to boost productivity and profitability. Employee empowerment increases trust in leadership, motivates employees, encourages creativity, and improves employee retention, all of which contribute to a stronger bottom line.

In summary, employees who are participating in decision-making feel appreciated, and the act of expressing thoughts and addressing work issues may develop a feeling of collaboration and enhance relationships among coworkers. Employees develop a professional and personal interest in the organization's overall success when they are involved in decision-making. Employees who are actively involved in numerous elements of the firm and want to see their efforts succeed in the long run, benefit from this dedication, which leads to higher productivity.

4.7 The management of individual performance during the Covid-19 pandemic

The study was conducted under Covid-19 pandemic; the research felt that it is important to ask the question because most of the companies were forced to change the way they operate. Even the study was forced to comply with the Covid-19 protocol.

4.7.1 The structure matching with the technology of the company

Organizational structure has been addressed several times in the research as a framework that describes how various tasks are directed in order to fulfill an organization's goals. Rules, roles, and obligations are examples of these activities. The way information moves between levels inside the corporation is also determined by the organizational structure. The researcher argues that without harmonising structure with modern technologies, flows across tiers inside a corporation will be impossible to achieve. As a result, the participants inquired about the subject of technology's compatibility with the structure. The fact that structure is compatible with technology was mentioned by the responders. By facilitating the dissemination and sharing of information technology, manufacturers with greater technological sophistication (including computer-aided design, manufacturing, and production planning) stood to gain significant production, sales, and profit advantages over their less sophisticated competitors (Pare & Bergeron, 2019). Bonakude's structure is unmistakably compatible

with technology, according to all responders. Others said that even though the nation was closed and placed on level 5, they were still able to carry out their tasks without difficulty, with the exception of when the country was closed to mobility. Because it was spared from the Covid-19 epidemic, the Bonakade building has been adapted to technology.

Yes, it does, the company has new innovative products that are on the market . Mr. L

Yes, our jobs are not office base most of the time we travel to clients, we must connect to the internet and we never have a problem. As we are affected by the pandemic we still working as normal although we are no longer going to the office we work from home . Ms P

Yes, at Bonakude when u join you are given a company laptop which is updated with new windows, and modem with Data . Mr. E

Even though all participants are happy with the technology matching with the structure but there are some concerns from a few participants. The participants expressed that the structure does not match technology because they are behind with technology. This means that some of the software that they are using is, old as expressed by the following participants':

Technology supply in the organization still lacking behind . Ms. G

No, it does not we are using old software . Mr. C

4.7.2 The technological environment that is suitable for organizational structure

Organizational environment consists of both external and internal factors. The environment must be scanned to determine development and forecasts of factors that will influence organizational success (Jackson 2003). Environmental scanning refers to possession and utilisation of information about occasions, patterns, trends, and relationships within an organization's internal and external environment (Jackson 2003).

Technology that will be appropriate for my organizational structure, is the one that will be user friendly to our clients and employees which is protective in terms of client information but easy accessible . Mr. D

The participants' agreed that scanning the technical environment assists managers in determining the organization's future course, such as benchmarking other organizations in the same sector. Scanning is used to find hazards and opportunities in the environment. An organization must take advantage of opportunities while minimising dangers while developing a plan. For one organization, a danger may be an opportunity for another. It has also been discovered that, despite the turbulence in the environment, organizations must rely on scanning the environment and good communication technologies for operations and survival. To enable Bonakude to continue and flourish, it is critical for every organization to examine the strengths and weaknesses of the internal and external environments.

In conclusion, environmental scanning enables Bonakude to make the best decisions possible while keeping the company's success and growth in mind. They identify all of the firm's dangers and vulnerabilities, as well as its strengths.

4.7.3 The management response to changes in technology is a determining factor to the effectiveness of any organization. How do you respond based on your own organization?

Bonakude has an IT department which plays a pivotal role in terms of responding to technological development. IT department update both employees and client about newly developed system that are need for the company to achieve the organizational objectives . Mrs. H

The majority of participants stated that technological developments pushed them to modify essential managerial tasks. Management was given more responsibility for the organization's outcomes, which resulted in a greater emphasis on planning, decision-making, control, and co-ordination. For firms, technological transformation may provide benefits and possibilities. New technology may be used to develop new products and services, opening up entirely new markets for a company. Furthermore, technical advancements in goods and processes can boost production while lowering costs. Technology has significantly transformed the way Bonakude collabourates as a result of the Covid-19 epidemic. Bonakude has been able to communicate with people from all around the world at any time. This enhanced co-operation has resulted in a high level of communication flexibility, allowing employees, coworkers, stakeholders, and managers to readily communicate with one another.

Although the majority of participants are relying on the IT department for answers, one person (Mr. A) noted that Bonakude has migrated to mobile, implying that they have adjusted to the new normal. Employees work from home and may communicate with one another at any time. It has also been mentioned that mobile technology boosts productivity. Bonakude has benefited from mobile communication by providing secure file sharing on the move, document collaboration, and a variety of apps and tools that allow employees to access corporate information at any time. However, Mrs. H raised the fact that, compared to the other organizations that the company is serving, they are still behind with technology. This can make it difficult for Bonakude to fully operate mobile. This pushes the company to visit other clients physically or face-to-face.

Bonakude has introduced mobile technology which provides employees the benefit of working on the go. This increases productivity considerably since employees can stay connected at all times, thus increasing worker availability and generation of work. This has led to the rise of flexible working hours . Mr. A

This is true especially in these digital advanced times, but it is also crucial that the organization considers the end users and client profile. In my organization, majority of the clients are from previously disadvantaged communities that have been affected by the digital divide. This calls for organizations to be abreast with the changing technologies but also not live behind some clients. This requires careful consideration . Mrs. H

4.8 Conclusion

This chapter presented the results, interpretation and discussion of the data obtained from the interviews conducted at Bonakude's Office. The study showed that the current structure at the Bonakude has both advantages and disadvantages. The results of the research revealed that the structure is clear and straightforward which makes it easy for employees to perform duties that they were hired by the company to perform. Employees believe that the structure is aligned to their performance because they also get bonuses when they performed well. The study revealed that the structure is the backbone of the company, may sometimes be used as a dictatorship tool and on a positive side, contributes to building strong relationships between the management and the subordinates on a personal and professional basis. The next chapter presents the conclusions and recommendation of the study.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The previous chapter outlined the findings. The results obtained from the interviews were analysed, interpreted and presented. The participants of this study were organizational leaders responsible for strategic planning in their respective departments. This chapter presents the summary of the findings, provides recommendations and draws conclusions from the research results. Recommendations for further research are also outlined.

Chapter one presented an introduction and background to the study; Chapter two presented the literature review; Chapter three presented and outlined the research methodology; Chapter four presented the findings and discussion; and this chapter presents a summary of the key findings, conclusions and recommendations. The conclusions and recommendations are based on the information that was derived from interviews, questionnaires and documents as tools of data collection. This chapter also presents the limitations of the study and concludes with suggestions for future research.

The impact of organizational culture (high performance vs. typical hierarchical structure) on employee trust and work satisfaction is also being investigated. A survey was created as a research tool for data gathering, as explained in Chapter 3. Individuals in both traditional hierarchical organizations and high-performance companies were found to have high levels of organizational trust and work satisfaction, according to the findings in this chapter. The data and information gathered in this study were examined and reviewed in light of the research objectives outlined in chapter one.

Employees in the company desire to work in an atmosphere where they can contribute to the organization's aims and objectives via trust and respect. According to the research studied, trust and work satisfaction are critical components of an organization's success. Cook and Wall (2018) find that trust between individuals and groups inside organizations is a highly critical factor in the organization's long-term stability and the well-being of its members. With the growing need to understand organizational trust and work satisfaction, a research to determine the link between the two is required.

5.2 Summary of findings

The research study intended to investigate the role of structure on employee performance at Bonakude Consulting, Durban Office. The study provided the background to the study, aim and objectives.

The end goal was to make recommendations to the Bonakude Consulting (Durban Office) to improve the productivity by eliminating the factors that negatively impact on the current structure on employee performance.

5.2.1 Hierarchy and Decision Making

The researcher wanted to find the hierarchy of the decision-making system especially the ones who makes most decisions for the institution. The question for objective 1 was designed to determine whether the nature of hierarchical layers has a significant effect on employee's performance.

5.2.2 Formal Organizational Structure

The question was aimed to investigate whether the kind of formalisation had a substantial impact on employee performance. The researcher wanted to know if a good formal organizational structure is required. According to the findings of the survey, the majority of participants believe that a good organizational structure aids in inspiring performance. Some employees said that it assists them in honing their talents, while others stated that it aids in enhancing the organization's production, and yet others stated that a solid organizational structure aids workers in learning new skills. Hence, this means that most of the participants' knew why it is important to have a good organization structure. They also said a formal outline of a company's structure makes it easier to add new positions in the company, as well, providing a flexible and ready means for growth. Without a formal organizational structure, employees may find it difficult to know who they officially report to in different situations, and it may become unclear exactly who has the final responsibility for what. Organizational structure improves operational efficiency by providing clarity to employees at all levels of a company. By paying attention to the organizational structure, departments can work more like well-oiled machines, focusing time and energy on productive tasks. A thoroughly outlined structure can also provide a roadmap for internal promotions, allowing companies to create solid employee advancement tracks for entry-level workers.

5.2.3 Internal and External Boundaries of Structure

The question for objective 3 was designed to ascertain whether loose internal and external boundaries has a significant effect on employee's performance. Organizations depend on external communication for dealing with ever more complex inter-organizational relationships. Accordingly, future research should build on the present study, perhaps by developing even more precise and sophisticated views of inter-relationships between internal and external innovation communication. For example, Fiol (2016) has suggested that the strength of boundaries at various levels is critical, with strong boundaries between internal units leading to greater participation in joint ventures. This study suggested that communication starts with explanation, with some mix of formal planning elements, provides the best explanation of the inter-relationships between internal and external communication. More studies need to be conducted to determine the balance between formalised structure and emergent communication networks in individual patterns of internal and external communication in new organizational forms. Contrary to recent trends in the literature related to unitary organizations (Damanpour, 2010; Johnson, 2011), some structure, as represented by formalization and planning, must also be present, to reduce uncertainty in a new organizational form. In a related study in this research stream, we found that formalization had positive direct and indirect impacts on innovativeness when examined in a system of other variables (Johnson, et al., 2010). Prior studies in this area have emphasised that boundary spanning is the mechanism that operationalises environmental cues to the internal organizational structure (Corwin, 2006; Lozada & Calantone, 2007; Spekman, 2008), but this study also suggests that they can serve as the mechanism by which organizations reach out to communities in even broader coalitions to achieve the objectives of new organizational forms.

5.2.4 Individual Performance during pandemic

With COVID-19, employee involvement is very important in today's pandemic situation. The idea of taking the top spot without employee support is certainly a dream in this current impasse situation of pandemic. Companies are well aware that enthusiastic employees are the key to success in these difficult times. As a result, companies need to look forward to keeping their employees happy and motivated through their involvement during a pandemic. In today's situation, establishing employee retention measures with the help of technology is essential to the growth of an organization.

Many companies today develop a number of employees' commitments such as places, virtual team meeting locations, virtual team meeting locations, virtual team meetings, weekly alignment of online sessions, webinars, and anxiety.

The researcher wanted to find out through what ways the organization structure has helped employees achieve job performance during pandemic. From the study, most responded that through delegation of work they have achieved job satisfaction, some indicated that they have achieved job satisfaction through promotion, others indicated that they have achieved job satisfaction through receiving benefits and or said they have achieved job satisfaction through recognition. The results of this question show that most of the employees achieved job satisfaction through delegation of work and receiving benefits. Bill (2008) said delegation is assigning responsibility and authority to someone in order to complete a clearly defined and agreed upon task while you retain ultimate responsibility for its success. Delegation incorporates empowering your teammates through effective leadership and may be directed in any direction and used in any organization. The following are also underlined as importance of delegation;

5.3 Efficiency

Delegation improves efficiency when it allows work to be transferred to people whose skills are a better match for it to work. You are in charge of planning and strategising the next steps for your team. When your teammates are able to carry out most of the routine activities required of your team, it will allow you the time and effort needed to plan for your team's next move (Ahmed, 2017).

1. Development

As a team leader, you possess important skills and abilities that you can pass on to your team members. The best way of doing this is to coach them in the new skills and then delegate tasks to them so that they may use those new skills. Delegating is a great way of encouraging your team members to develop themselves and for you to develop coaching and mentoring skills (Ahmed, 2017).

5.4 Limitation of the study

The purpose of this research study was to examine the influence of organizational structure on employee performance. However, the sample size was too small because it was conducted at just one auditing firm. Because of the limited sample size, the study's findings cannot be generalised; nonetheless, they may be applicable to

organizations with comparable features. Because the sample size was just 19 people, it was insufficient to make valid judgements. The study was also constrained in that it was conducted at just one firm; therefore, the results cannot be extended to other industry related firms. As a consequence, the researcher noted the necessity for large-scale study in order to generalise the findings and draw relevant and correct conclusions. Furthermore, the researcher suggested that a comparable study be undertaken but with a different institution, and with alternative data gathering technologies. Despite the fact that the study was conducted in a single business, it gives insights into why organizations should prioritise having a healthy organizational structure. It also explains what the institution should do to assist people attain job satisfaction.

This research study was primarily concerned with the impact of organizational structure on employee performance. However, the study's sample size was too small because it was conducted in only one Bonakude office, the Durban office. Because of the limited sample size, the study's findings cannot be generalised; nonetheless, they may be relevant to organizations with comparable features. Because the sample size was 19 responses, the sample was insufficient to make valid judgements. The study was also constrained in that it was only conducted in one office, therefore the results cannot be extended to every Bonakude office throughout the country. As a result, the researcher noted the necessity for large-scale study in order to generalise the findings and draw relevant and correct conclusions. Furthermore, the researcher suggested that a similar study be undertaken, but with a different set of data gathering techniques, on additional auditing businesses.

5.5 Contribution of the study

The findings of the study have the potential to influence industry policy. It will also lead to improvements in legislation and how auditing companies may make better choices, as well as the development of more effective and user-friendly technologies. The organizational structure improves operational efficiency by providing clarity to employees at all levels of a company. By paying mind to the organizational structure, departments can work more like well-oiled machines, focusing time and energy on productive tasks. The study results are based on practically evaluated current existing organizational structure within the organization used for this study. It is recommended that managers focus on improving structures bases on changing environment to

improve productivity at Bonakude. This study was aimed at establishing the role of structure on employee performance at Bonakude. The research done has established that proper structure is one of the key drivers of meeting the organizational goals. This research has noted that prior empirical studies have focused on developed companies, but not the small companies in auditing. In addition, those studies were not consistent in their conceptualisation of the research variables. However, the drivers of the role of structure on employee performance have been studied comprehensively. This study contributes to literature by confirming that structure does have a positive influence on organizational productivity. This study adds to the existing body of knowledge on organizational structure, to the conversations of concern pertaining to management and research on the intricacies of factors that influence productivity

5.6 Conclusion

While the findings of this study demonstrate the presence of a simultaneous influence of developed technological and organizational context on job performance, the significance of organizational structure on job performance is restricted. The findings show a positive and substantial relationship between perceived environmental and structural uncertainty and the work performance planning function. The organizational inflexibility dimension of rules and procedures has a positive relationship with job performance. However, neither of these associations was shown to be substantially connected to work performance. More study is required to ascertain the impact of organizational and job environment factors on employee emotional outcomes and performance.

According to the study's findings, organizational structure has an influence on employee performance; a poorly planned organizational structure indicates low productivity, less delegation of work, no incentives offered, and centralised choices. Finally, this influences how pleased workers are with their employment, which in turn, affects their performance. Furthermore, the research finds that a good organizational structure improves employee performance and stimulates people to work hard, resulting in increased production. As a result, management must acquire skills in how to create their structures, focusing on what they can include in their structure or coming up with a new organizational structure because this plays a significant influence in workers' job satisfaction. If Bonakude has effective structures, it will have satisfied

people who will endeavour to attain, not just organizational objectives, but also individual goals, so meeting both individual and organizational goals.

This research study was particularly based on the impact of organizational structure on employee performance. However, the sample size for the study was insufficient because it was conducted in just one firm. Because of the limited sample size, the study's findings cannot be generalised; nonetheless, they may be applicable to organizations with comparable features. Because the sample size was 19 responses, the sample was insufficient to make valid judgements. Consequently, the researcher noted the necessity for a large-scale study in order to generalise the findings and draw relevant and correct conclusions. Furthermore, the researcher suggested that a similar study be conducted but with a different industry in mind.

The basic and fundamental goal of every organization is performance, survival and growth. However, the surest means of maintaining performance, survival and growth of organizations is having the right human resources in terms of size and quality. Having the right human resources is directly related to the structure in which the organization operates. The goal of the research was to determine the role of organizational structure on employee's performance. All objectives are supported, which indicates significant relationships among the dimensions of organizational structure and employees' performance. This supports the claim that the firms that reduce hierarchy layers, have blurred internal boundaries and infiltrated external boundaries, have lower degree of formalization, and adopt appropriate technology that suits the structure would have higher employees' performance. The results imply that there are several aspects of organizational structure to enhance employee's performance. Therefore, organizations seeking higher employee performance should consider the important role played by several structural dimensions. Studies have shown that firms that fail to design appropriate structures that will suit organizational workforce will definitely encounter the problem of performance from the employees. In view of this, the study concludes that organizational structure has a significant positive effect with the employee's performance. In line with the objective of this study in finding ways of addressing structural issues with a view of enhancing employee's performance, the following are the recommendations as established by the research.

5.7 Recommendations

The study therefore recommends, among others, that Bonakude should give more serious attention in designing an appropriate structure that match all units and component parts of the organization to facilitate employee's performance.

1. Organizations are encouraged to adopt fewer layers in the organizational hierarchy. Fewer layers facilitate and enable a high level of integration of organizational members, quick response and decentralised decision-making.

2. Organizations are advised to reduce applying too rigid rules. High degree of rules not only deprives employees from using initiative but also discourage creativity, autonomous work and learning activity.

3. Also loose external boundaries need to be encouraged in order to respond to the changing environment and to provide value to customers, the firm need to infiltrate the external boundary with customers, suppliers, and other companies

4. That organization is encouraged not only to adopt the appropriate technology while designing the structure but also always to respond to changes in technology. This is because technology is a determining factor with regards to the effectiveness of the organization, as well as, is among the most prominent factors that determine the rules of competition.

5. However, for organizations that have realised that certain areas of the organization are not producing as well as they should, being able to adopt concepts from high performance organizations in regard to treating employees may aid in achieving organizational effectiveness, both financially and culturally.

6. Bonakude should devote a significant amount of work to establishing methods of effectively communicating with employees when changes are to be implemented, as well as when the employee's employment is at stake. This will enable the employee to become more aware of his or her obligations. This study's themes were all related to the analysis of organizational structure and high-performance organizations. Employees in high-performing companies were able to make significant contributions to the organization's structure in all areas.

7. All the organizations should adopt innovative and creative employee engagement practices during this tough time of pandemic COVID-19 to keep employees motivated,

stimulated, committed, satisfied, and blissful in this tough time. A work-from-home regime is nowadays essential; it would be successful only with the help of online practices. Organizations should be implementing an online practice approach to stay in the competition during this difficult time.

8. The virtual relations should be crucial for companies to enhance the engagement of employees. Engaged employees always achieve objectives smoothly. Management also look into how to engage employees in order to be able to encourage a positive organization culture. Organizations also need to be able to recognise the various facets that motivate and derive employee engagement in organizations.

5.8 Implications for future research

The findings show a positive and substantial relationship between perceived environmental and structural uncertainty and the work performance planning function. There is a need for other studies to extend the research to include labour unions. The impact on both variables is then measured by comparing union and non-union organizations. Add the competency dimension of organizational trust and performance to the survey. Repeat the research, this time surveying all non-management staff. Broaden the scope of the research to encompass other sectors, customer service, and education.

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APPENDIX A: Gate Keepers Letter



12 June 2020

RESEACHER: Mr. Sakhile Mtshali

University of KwaZulu-Natal

Graduate School of Business and Leadership)

Research Topic Title:

An investigation of the role of organizational structure on employee performance: the case of Bonakude Consulting,

It is my pleasure to inform you that permission has been granted for the study. You may:

1. Recruit 32 Supervisors or Team Leaders at Bonakude Consulting at the Durban Head Office and request them to participate in the study,
2. For this study, the researcher will conduct scheduled email interviews with Bonakude consulting employees which is line with the University of KwaZulu-Natal research committee during this period of Covid-1 9.

The personal information made available to the researcher will only be used for the advancement of this research project as indicated and for the purpose as described in this permission letter. The researcher must take all appropriate precautionary measures to protect the personal information given to in good faith and it must not be passed on to third parties.

The dissemination of research instruments using electronic mail should strictly be through blind copying, to protect the participants' right of privacy. The researcher hereby indemnifies Bonakude Consulting from any claim or action arising from or due to the researcher's breach of his information protection obligation

We would like to wish you well in your research project.

Kind regards



CEO

Durban
Bonakude House, 84 Seventh Avenue, Morningside
T: 031 201 1241/2 | F: 082 231 4072 | E: admin@bonakude.co.za

Johannesburg
Pinewood Office Park, 33 Riley Road, Woodmead
T: 010 442 5796 | F: 082 231 4072 | E: admingp@bonakude.co.za

Director(s): VL Mtshali CA(SA)

APPENDIX B: Confidentiality agreement PARTICIPANT INFORMATION SHEET

07 July 2020

Title: **An investigation of the role of organizational structure on employee performance: the case of Bonakude Consulting.**



Dear Prospective Participant

My name is Sakhile Mtshali, I am doing research towards a Master's in Leadership, at the University of KwaZulu Natal (UKZN), and my supervisor is Dr. Trevor Mtetwa. We are inviting you to participate in a study entitled, *An investigation of the role of organizational structure on employee performance: the case of Bonakude Consulting* .

WHAT IS THE PURPOSE OF THE STUDY?

The aim of this study is to assess the role of organizational structure on employee performance of Bonakude consulting firm.

WHY AM I BEING INVITED TO PARTICIPATE?

You have been invited to participate in this research because you have been employed as Team leader or Supervisor at this Bonakude for more than five years. I also believe that you have the necessary experience of the role of organizational structure on employee performance of Bonakude consulting firm during this period. In my role as a researcher, I need to investigate the role of organizational structure on employee performance of Bonakude consulting firm. I obtained permission to invite you to

participate in this research from the Bonakude Management Committee. The approximate number of participants that will be taking part in this study is estimated at between ten and twelve.

CAN I WITHDRAW FROM THIS STUDY EVEN AFTER HAVING AGREED TO PARTICIPATE?

Participating in this study is voluntary and you are under no obligation to consent to participate. If you do decide to take part, I will provide you with this information sheet to keep and you will be asked to sign a written consent form. You are free to withdraw at any time and without giving a reason.

WHAT ARE THE POTENTIAL BENEFITS OF TAKING PART IN THIS STUDY?

There will be no direct benefit to you for your participation in this study. However, I hope that the information obtained from this study will assist the Bonakude management to generate a deeper understanding of the role of organizational structure on employee performance of Bonakude consulting firm. Other Auditing and Accounting firms may also benefit from the recommendations made by this research if they experience similar challenges.

ARE THERE ANY NEGATIVE CONSEQUENCES FOR ME IF I PARTICIPATE IN THE RESEARCH PROJECT?

I do not anticipate that you may be exposed to unnecessary risk of harm from your involvement in this study except for the inconvenience of setting aside the time for the interview. However, the interview will be conducted at a time convenient to you and during off-peak periods to reduce interruptions to your operations at your workplace. The interview will also afford you with an opportunity to express your experiences of this topic in a safe environment. The topic under study may reveal information that could be viewed as either positive or negative by different parties involved. However, institutional permission has been obtained for this research by following the correct channels. Furthermore, as an ethical researcher I endeavour to ensure that all relevant

parties are duly informed of the purpose, benefits and potential risks of harm to the participants and the institution as a whole.

Please note that your decision to participate in the study may not favourably or unfavourably affect the aspects of future promotions, performance evaluations or any other job-related decisions made by any other peer, including management or myself. Please be assured that with the exception of me, no individual (including management) outside of the study will be able to identify you by your answers. To foster your sense of safety I commit to share your transcribed interview with you prior to using the information in the research. This will give you an opportunity to agree that the transcribed interview is a true reflection of what has transpired during the interview. The name of the person that conducts your performance management evaluation will not be revealed in any information presented in the study. You are also advised not to identify this person during the interview.

WILL THE INFORMATION THAT I CONVEY TO THE RESEARCHER AND MY IDENTITY BE KEPT CONFIDENTIAL?

You have the right to insist that your name not be recorded anywhere and that no one, apart from me, will know about your involvement in this research. Your answers will be given a code number and you will be referred to in this way in the data, any publications, or other research reporting methods such as conference proceedings.

Access to the data or any records that identify you will only be limited to the supervisor and me, unless you give permission for other people to see the records. The anonymous data may be used to compile a research report, journal articles and/or conference proceedings that are aligned to the original purpose of the study.

HOW WILL THE RESEARCHER(S) PROTECT THE SECURITY OF DATA?

The researcher will store electronic copies of your answers for a period of fifteen years. Electronic information will be stored on a password-protected computer. Future use of the stored data will be subject to further Research Ethics Review and approval if

applicable. After fifteen years of storage, electronic copies will be permanently deleted from the hard drive of the computer through the use of a relevant software programme.

WILL I RECEIVE PAYMENT OR ANY INCENTIVES FOR PARTICIPATING IN THIS STUDY?

There will be no payment or reward offered, financial or otherwise. There will be no costs incurred by you during the study.

HOW WILL I BE INFORMED OF THE FINDINGS/RESULTS OF THE RESEARCH?

I will inform all the participants on the findings and this will be done via email. Please be aware that the findings will be made available in the form of summaries in order to maintain confidentiality of all participants. The findings are accessible for a period of fifteen years. Should you require any further information, have any questions and/or comments regarding the study please feel free to contact the researcher (Mr. Sakhile Mtshali) on [REDACTED] (cellphone number) or at 220111397@stu.ukzn.ac.za (email).

Should you have concerns about the way in which the research has been conducted, you may contact Dr. V Mtembu mtembuv@ukzn.ac.za (email). Contact the Ethics Research Office at the University of KwaZulu-Natal on hssrec@ukzn.ac.za (email) or on 031 260 8350 (telephone number) if you have any ethical concerns.

Thank you for taking time to read this information sheet and for participating in this study.

Thank you.

.....

Ms. Sakhile Mtshali

APPENDIX C: Consent form



**UNIVERSITY OF
KWAZULU-NATAL™**
**INYUVESI
YAKWAZULU-NATALI**

Graduate School of Business and Leadership

CONSENT TO PARTICIPATE IN THIS STUDY

I, _____ (participant name), confirm that the person asking my consent to take part in this research has told me about the nature, procedure, potential benefits and anticipated inconvenience of participation.

I have read (or had explained to me) and understood the study as explained in the information sheet.

I have had sufficient opportunity to ask questions and am prepared to participate in the study.

I understand that my participation is voluntary and that I am free to withdraw at any time without penalty (if applicable).

I am aware that the findings of this study will be processed into a research report, journal publications and/or conference proceedings, but that my participation will be kept confidential unless otherwise specified.

I agree to the recording of the interview. The interviews will be conducted via email and will be supported and/or conducted through Zoom (recorded).

I agree to be audio-recorded: YES / NO (please circle YES or NO)

I have received a signed copy of the informed consent agreement.

Participant Name & Surname..... (please print)

Participant Signature.....Date.....

Researcher's Name & Surname.....(please print)

Researcher's signature.....Date.....


APPENDIX D: Interview schedule

INSTITUTION: BONAKUDE CONSULTING

RESEARCH TITLE: RESEARCH TITLE: An investigation of the role of organizational structure on employee performance:

PARTICIPANTS: Managers, Supervisors and Team Leaders

1. Which section\department are you employed at your organization?
2. How long have you been employed at organization?
3. What is your understanding of organizational structure?
4. Does the structure match with the technology of your company?
5. Scanning the technological environment, how do you determine the technology that will be appropriate for your organizational structure?
6. The management response to changes in technology is a determining factor to the effectiveness of any organization. How do you respond based on your own organization?
7. Do the open boundaries in your company enable free communication with customers, suppliers and other companies?
8. Does feedback from your customers contribute immensely to your good services?
9. What are your views on the company layers of hierarchy?
10. How do few layers of hierarchy in the company assist in decision making?
11. How do the few layers of hierarchy improve communication within the organization?
12. Please explain does engaging lower employees in the decision making facilitate employee empowerment and sense of belonging?
13. Please explain your understanding of relationship between organizational structure and employee performance?



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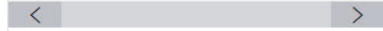
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CHAPTER ONE:
INTRODUCTION

1.1 Introduction

One of the most valuable assets in any firm is the people that work there. Staff effectiveness and co-ordination achieve organisational goals. Effective and efficient leadership and management processes, and staffing are important to ensure business integrity, accountability, and sustainability. The management systems in place must ensure that the organisational structure is successful in achieving the organization's business objectives. These structures have been constructed and are theoretically based. It is presumed by Maquire (2013) that because theory claims that a particular organisational structure is effective in a particular type of an organisation, then it should work at most, if not all, similar organisations. The study conducted aimed at highlighting the role the organisational structure has on employee performance.

The major goal of this research is to evaluate the impact of structure on employee performance with a focus on Bonakude Consulting Firm (known as Bona people). The research focuses on the impact of organisational structure on employee performance. The research is limited to Bonakude Consulting personnel in Durban, KwaZulu-Natal. The first chapter establishes the groundwork for the research and briefly discusses the motivation behind the research. This chapter discusses the problem description, the objectives to be met, and the research questions to be answered. The fundamental principle is briefly explained before being examined in greater depth in Chapter 2. The impact of structure on staff performance that the Bona employees could face is

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APPENDIX F: ETHICAL CLEARANCE



31 July 2020

Mr Sakhile Simanga Mtshali (220111397)
Graduate School of Business & Leadership
Westville Campus

Dear Mr Mtshali,

Protocol reference number: HSSREC/00001654/2020

Project title: An investigation of the role of organisational structure on employee performance: The case of Bonakude Consulting

Degree: Masters

Approval Notification – Expedited Application

This letter serves to notify you that your application received on 13 July 2020 in connection with the above, was reviewed by the Humanities and Social Sciences Research Ethics Committee (HSSREC) and the protocol has been granted FULL APPROVAL

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number. PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

This approval is valid until 03 August 2021.

To ensure uninterrupted approval of this study beyond the approval expiry date, a progress report must be submitted to the Research Office on the appropriate form 2 - 3 months before the expiry date. A close-out report to be submitted when study is finished.

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

HSSREC is registered with the South African National Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane Hlalele (Chair)

/ms

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