



## **EFFECT OF ORGANIZATIONAL STRUCTURE ON PERFORMANCE OF BAKERIES IN MINNA, NIGER STATE. A CONCEPTUAL REVIEW**

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### **Abstract**

*The objective of the study is to investigate the effect of organizational structure on the performance of bakeries in Minna, Niger State. The study adopts a cross-sectional research design via the use of close-ended questionnaire. The instrument was tested using face and content validity, and to check the internal consistence test and retest method was employed. The study chooses a sample size of 312 respondents using Taro Yamane (1967) formular from a total population of 1413 (approximately) bakeries employeys within Minna. Similarly, random sampling was used to give each bakery out of the 74 registered bakeries equal chance of being selected. To achieve the study objective Simple Linear Regression Analysis was use. The variables used to measure the independent variable (Organizational Structure) are; nature of formalization, nature of hierarchical layer and organizational boundary while the variable used to measure the dependent variable (Performance) is productivity.*

**Keywords:** *Organizational Structure, Performance, Covid-19, Bakeries.*

### **Introduction**

The year 2020 can be said to be a season where everyone was shocked, in fear, and the majority of the world (globe) was in lockdown in an attempt to contain and prevent the spread of deadly diseases that claimed the lives of millions of people all over the world. The effect of COVID-19 has done more harm than good to the world and all nations at large, the COVID-19 pandemic is said to be more lethal with an extreme global spread-aid in comparison to previous global pandemics (Baker et al., 2020; World Bank 2020; Wold Economic

Forum (WEF), 2020). These include; loss of lives, loss of jobs, causing industries to shut down, organizations to drastically reduce workforce, influenced the nature and way people relate and live, and lots more just to mention a few. Apart from major loss of lives, organizations were affected especially the economic impact on the world. Poor organizational structure weakens the maintenance of effective internal control system that improve accountability in the public sector, poor performance in the public sector is linked to unstandardized organizational processes that improve coordination among sub-system in the management. Esther et al. (2020). Awino (2015) argue that the organizational structure performs significant role in the accomplishment of organizations set objectives and achievement of its strategic goals and direction, organization's structure becomes more relevant when in harmony with the objective mission, resources of the organization and competitive environment. To Awino; "One cap fits all" does not exist in an organizational structure design as no two firms are totally similar and as such faces different challenges from its environment. The organizational design could be said to be one of the major backbones that make a company do what they do effectively. Also, Foss (2020), opined organizational design to be how effective and efficient a body incorporates both internal and external factors of the system both working independently and in synergy for the effective and optimal output beneficial to everyone. Every organization has a structure being a laid down pattern, role, ways, and system. Each department (section) within the organization works hand in hand to ensure the efficiency of the organization. The purpose of an organization is to achieve goals and objectives set by the organization Salmanulfarisi (2019). Furthermore, Organizational structure is said to be viewed as the anatomy of the organization providing a skeletal frame, which identifies and specifies functions and relationships among the organizational members on how the goals could be attained (Salmanulfarisi, 2019). As opined by Funminiyi (2018), organizational structure entails a definite understanding of task responsibilities, which permits synchronized work relations among the employees. Organizational structure has a major role to play in the efficiency of organizational performance. Opined by Okafor et al. (2017) and Salmanulfarisi (2019), the organizational structure does not only increase organizational performance, but it also has a positive and significant influence on employees' performance in every system.

Employee performance determines the outcome of the organization in all sectors since each sector works hand in hand to determine the overall performance of the organization hence it connotes that each employee has a major role to play in bringing out the best of any organization. An effective performance by an employee is vital for the organization because the success of an organization depends upon the creativity, commitment, innovation, ingenuity, the efficiency of the employee (Shabbir, 2017). Good employees and an appropriate organizational structure are needed for the effective and enhanced performance of any organization. Performance in most cases is measured as the value and an appropriate number of goods produced. Generally, productivity is associated with production-oriented terms such as profit and overruns which in turn determines the organization producing and overall output and appropriate income. Organizational performance cannot be effective without the input of the employee and their input is solely based on how and where they function in the organization (organization structure) Hence it's for this cause the researcher seeks to determine the nature of influence formalization has on the performance of bakeries, assess the relationship between the nature of hierarchical layers and the performance of bakeries and also establish the effect of organizational boundary and the performance of bakeries in Minna

Corona virus disease 2019 (COVID 19) developed in a heavily populated manufacturing and transport hub in Wuhan central china (Zhu *et al.*, 2020). It has caused a range of respiratory illnesses from the common cold to more dangerous conditions like severe Acute Respiratory Syndrome, or SARS. Corona virus is a health related issue but then one thing is sure; corona virus is a big risk to businesses. The difficult nature of business environment and in an era of integrated global economy, practitioners and scholars alike have witnessed the rise and fall of many businesses ( Bucciari *et al.*, 2020). According to this acknowledgment, a fundamental issue dominating policy debates around the world and Africa in exacting, have been on how to arouse economic growth through the expansion of SMEs (Liedholm *et al.*, 2017; Robson, Haugh and Obeng 2009). This is as a result that businesses today, big or small are enforced to compete within a set-up characterized by their high doses of difficulty, dynamism, globalization, explosive nature and uncertainty (Leal-Rodriquez *et al.*, 2016). In cooperation with developed and developing

countries focus on SMEs because it's thought that they bring great economic benefits in terms of employment creation and income generation (Hallberg, 1994; Acs *et al.*, 2008; Kang and Heshmati, 2008).

Above all, entrepreneurship plays a basic role in the creation of new businesses, new jobs, decrease in unemployment, generation of new-fangled technologies, and introduction of new product and market innovations and proficient utilization of resources (Postigo *et al.*, 2003). Based on this emphasis on entrepreneurship by government, organizations and the public around the globe are increasingly promoting and supporting the SME growth as part of their overall national development strategy and sustainability (Abdullah and bin Dakar, 2000). Therefore, it is globally established that entrepreneurship is the main factor for socio-economic expansion of the major world because it is innovative (Ndagi, 2018). SMEs firms are inventive firms that have a level of entrepreneurial behavior. The acceptance of entrepreneurial activities and unchain innovation have made these enterprises to take a key position in economic activities (Brunswicker and Vanhaverbeke, 2015; Choi and Lim, 2017; Akinwale, Adepoju *et al.*, 2017). Therefore, several of them metamorphosed into corporate organizations in propose to compete favorably in the dynamic business environment. That's why, the vibrant nature of business environment Huang, (2009) has made opportunity and growth oriented firms across the globe to frequently focus on expanding their businesses irrespective of the resources and capabilities required for such investments (Lai *et al.*, 2010). Several studies have been conducted to investigate the impact of entrepreneurship through qualitative and quantitative approaches. For instance, Kalid *et al.*, (2016) conducted an investigative research on the impact of Entrepreneurial behavior and firm performance from institutional environmental perception of micro and small livestock Enterprises in North Eastern Kenya. However, (Adeyeye, 2018) conducted a study on the fundamental approaches to entrepreneurship, small and medium scale enterprises in Minna, Metropolis, Niger State Nigeria. Also, Lisa, (2019) carried out a study to analyze the control of entrepreneurial behavior and organizational innovation concurrently and partially on the performance of MSMEs organization in Lumajang Regency. Similarly, Sundqvist *et al.*, (2012) conducted a survey on the mechanisms by which entrepreneurial oriented behaviors (EOB) improve international business performance. Additionally,

there are few other empirical studies on the impact of entrepreneurial behavior and bakery performance. Secondly, there have been very few empirical studies on the impact of entrepreneurial behavior and bakery performance within the past few years.

For this reason, it is evident that there is a gap of conceptual review. Therefore, the study aims at insights through a review of related literature on the impact of entrepreneurial behavior and bakery performance by exploring the concepts, definitions, theory, etc. As such, it is against this back crash that this study investigates the impact of entrepreneurial behavior and bakery performance and developed a conceptual framework which entrepreneurs could adopt in achieving sustainable growth.

This paper is therefore structured thus: section 2.0 is the literature review, 3.0 is the conceptual framework for the study. 4.0 is entrepreneurial behavior and performance, and 5.0 is the theoretical background and finally, 6.0 is the conclusion and recommendation.

### **Literature Review**

This subsection discusses the existing literature so as to set up a relationship between organizational structure and performance.

### **Conceptual Review**

This section of the chapter discusses this study's two variables: organizational structure and performance. It provides a conceptual overview of the two variables and clarifies how each variable is defined and operationalized in this study.

### **Organizational Structure**

Shirazi et al. (2019) viewed organizational structure as a determinant of scope of decisions, tasks, responsibilities, goals, perspectives and rewards for achieving results. According to Doreen (2019), Organizational structure was seen as a formal framework by which job tasks are divided, grouped, and coordinated. Similarly, Hanafi et al. (2019) defined organizational structure as a formal arrangement of job in a work place, where job is divided formally, grouped and coordinated. More so, Situmorang et al. (2020), defined organizational structure as the amount and quality of work, the breadth of

knowledge about work and skills, how authentic the idea of willingness to operate with other employees, awareness and trustworthiness, enthusiasm in carrying out new task and personality. In this study, organizational structure is defined based on Hanafi et al. (2019) as the formal arrangement of job in a work place, where job is divided formally, grouped and coordinated. This definition is chosen as the context of the study is bakeries which require clear and distinct job descriptions for all employees.

According to Hilman and Siam (2014) mechanistic-to-organic structural dimension can be used to classify structures. Mechanistic structures are associated with centralized decision-making, tight information flows, adherence to formal rules and procedures and elaborate reporting structures while organic structures are characterised by de-centralized decision-making, organizational adaptiveness, open communication, and de-emphasis on formal rules and procedures.

The mechanistic organizational structure has certain advantages which include: it is simple to organize, implementation of rules are rarely deviated from and there is a very clear chain of command when delegating responsibilities and power in the organization and it is considered to be more stable than organic structure. On the other hand, its disadvantages include: it change rapidly, it has a fixed chain of command when delegating power and responsibilities in the organization, little or no interaction between superior and subordinates and strict operating standards (Mechanistic organization and organic organization, 2021)

The organic organizational structure has certain advantages which include; employees work in groups and share input on task, there is open communication between employees, manager, and executives, face-to-face time within the hierarchy of power, it is flexible to changes while its disadvantages include; unpredictable environment and instability (Mechanistic organization and organic organization, 2021).

Shirazi et al. (2019), considered organizational structure on five level introduced; semi-organic, organic, semi-mechanistic, and mechanistic and other structures. Talib et al. (2019), classified organizational structure into type and pattern this includes advisory structure, executive structure, functional structure and divisional structure.

In terms of conceptualizing organizational structure, Johari and Yahya (2018), conceptualised organizational structure using two features: formalization and centralization. Formalization describes rules and regulations enforced in an organization, formalization is divided into two construct; job codification which refers to specific level an organization spells out rules and procedures related to jobs in different situations and rule observation measures the extent to which employees are supervised and monitored to make sure they conform to developed standards in job codification. Centralization refers to the amount of control distributed among employees in various position of the organization, centralization is also divided into two constructs; hierarchy of authority which examines the degree of reliance between subordinates and their supervisors in terms of making decisions, and centralized decision making which identifies the degree of centralization in terms of making decisions on resource allocation and policy formation.

Shabbir (2017), conceptualised organizational structure using four constructs: nature of hierarchical layer, nature of formalization, internal and external boundary and technology type. Nature of hierarchical layer is explain as when a firm has more layers, the structure of the organization become more complex leading to difficulty in coordination and integration of organization's members and the lesser layer in an organizational hierarchy, the more decision making is enhanced. Nature of formalization is the degree of standardizing jobs, providing rules and procedures that not only deprive but also discourage learning activity, creativity and autonomous work. As for internal and external boundary it is used to make distinct one company from a separate but related company, it is also used to detach a company from internal links as well as external stakeholders. Lastly, technology type a technique or composite of techniques adopted in productive methods available to an organization in order to convert resources into products and services.

Salmanulfarasi (2019), conducted an extensive study of organizational structure and academic staff performance in Yusuf Maitama Sule University, test and retest method was employed in the study and 111 respondents were chosen as the sample size out of a population of 154 academic staffs in the university. The main output of the study was a conceptualization of organizational structure along three dimensions: nature of layers in the hierarchy, nature of formalization and organizational boundary (Salmanulfarasi, 2019).

According to Salmanulfarasi (2019), nature of layers in the hierarchy is the order of relationship ranging from the top level to the bottom of the organization, more layers in the organization makes the structure to be more complex which lead to difficulty in the coordination and integration of organizational system, the less layers the organization have the more decision making and employee performance is enhanced. Nature of formalization is when employee's jobs are shaped by rules and procedures, it is influenced by the size of the organization, some organization become formal by adding more rules while other organizations fear that formalization provide workers with rules and procedures that not only deny but also discourages autonomous work, learning activity and creativity thereby become less formalized (Salmanulfarasi, 2019). Lastly, organizational boundary is a business and legal professional term used to differentiate one company from a separate but related company, organizational boundary is used to separate a unit/department from other external stakeholders as well as internal links, it describe the role of each member and dictates the control amount each member holds in the organization (Salmanulfarasi, 2019). As this study is focused on investigating the perception of bakeries in Minna regarding their organizational structure it adopts Salmanulfarasi (2019) conceptualization (nature of layers in the hierarchy, nature of formalization and organizational boundary).

### **Performance**

Performance is related to quantity of output, quality of output, timeliness of output, presence or attendance on the work, efficiency of the work completed and effectiveness of labour completed (Opusunju et al., 2019). Similarly, Salmanulfarasi (2019) performance was viewed as the ability of workers to maximize their productivity using minimum effort or expense. Hanafi et al. (2019), described performance as the achievement of work by employees in every unit of the organization according to the objectives of employee work and employee productivity. Moreover, Situmorang et al. (2020) affirmed that performance is the value of set of employees' behaviors that contributes positively or negatively to achieving organizational goal. Salmanulfarasi (2019), also viewed performance to have three components; task performance or transformation of organizational resources into goods and services, citizenship behaviours or voluntary actions of staffs that attribute to organization and counterproductive behaviour. In this study, performance is defined following Hanafi et al. (2019) as the achievement of work by employees



in every unit of the organization in accordance with the objectives of employee work and productivity. This definition is chosen because it addresses all the units in an organization and the overall performance of bakeries is dependent upon how all the units perform individually and collectively.

The performance measurement system is important in terms of receiving feedback from in and out of the firms and determining the level of reaching goals (Shirazi et al., 2019)

In terms of measuring performance, Hanafi et al. (2019), described performance to be measured by employee's target and work productivity. The target include; quantity, quality, time and cost while the work productivity include; service orientation, integrity, commitment, cooperation, leadership and discipline. Shirazi et al. (2019), stated that performance measurement was evaluated using financial measures but considering how complex of the organization is three other perspectives should be included; customer, internal processes, and innovation and learning and growth which he called 'Balanced Scorecard' (BSC). Other strategies were developed in order to measure performance which include; European quality award models, Malcolm Beldrich reward and the pyramid performance framework (Shirazi, 2019). Keegan (1989), presented a performance measurement matrix that study both financial and non-financial aspects of organizational performance. Lynch and Cross (1991), developed the performance pyramid model that addresses efficiency, effectiveness and integration of goals of the organization with indicators of performance. Brown et al. (1996), developed the European quality award models. As for Madorri and Stipple et al. (2000) presented a framework for audit and promotion of performance measurement systems. Abuharb (2017), introduced the stakeholder analysis model that discusses the key and non-key stakeholders as well as introduced BSC and developed seven measures for training, research, business, people, sustainability, partnership, international, and conformity for performance measurement. Perceived the Balanced Scorecard to be the most useful model among all the other models.

In terms of conceptualizing performance, Njiru and Nyamute (2018), conceptualised performance using two construct; turnover and number of staffs and return on assets (ROA). Richter et al. (2018), conceptualised performance with three constructs; profit, customer satisfaction and loyalty and competitive advantage. Shirazi et al. (2019), conceptualised performance using four characteristics; financial, customer, innovation and learning growth, internal processes. To Hanafi et al. (2019), performance was conceptualised using two constructs; employee target and employee work productivity. Salmanulfarasi (2019), conceptualised performance using three construct; employee's job knowledge, dependability to undertake/execute a task with less or no supervision, and compliance to organizational policies and regulations.

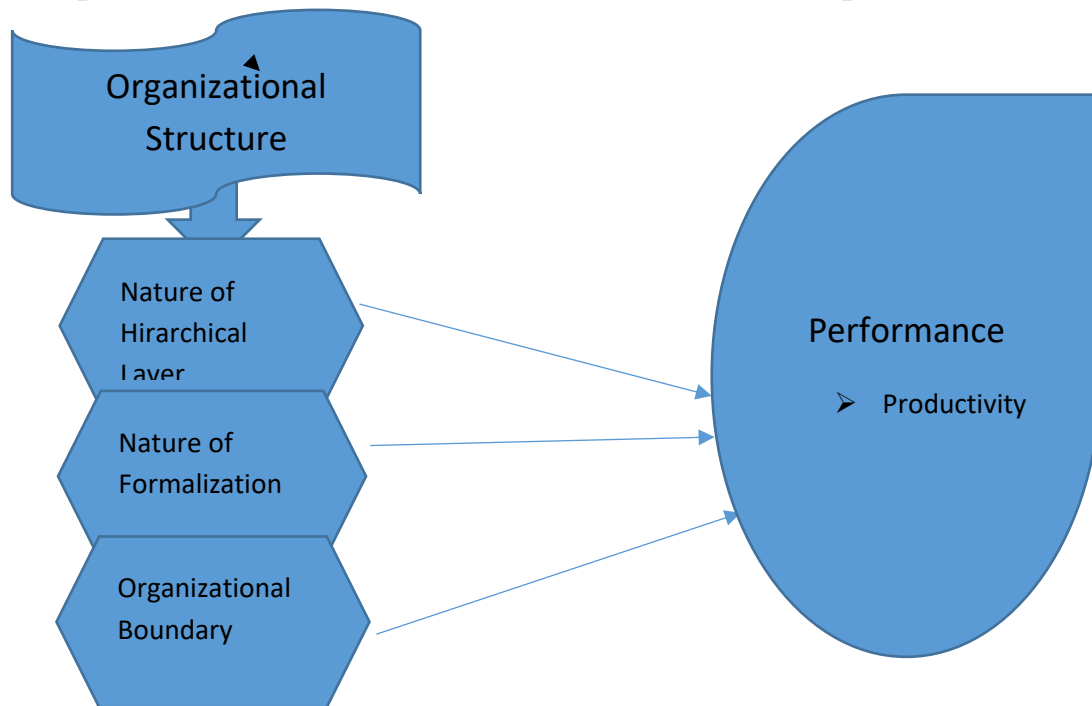
Situmorang et al. (2020), conceptualised performance using seven construct; amount of labour, quality of labour, breadth of understanding about labour and skills, genuineness of the idea of willingness to work together with other employees, awareness and credibility, enthusiasm for carrying out new responsibilities and personality. This study conceptualize performance using one of Hanafi et al. (2019) conceptualization, which is productivity, bakeries need to produce good and quality floor based baked food to enhance their performance and efficiency is achieved with minimum or no cost (Abdulrahman, 2016).

### Conceptual Framework

The conceptual framework outlines the dependent and independent variables as outlined in the literature review and elaborated in Figure 1.0 below.

#### Independent Variable

#### Dependent Variable



**Fig. 1.0: Study's Conceptual Framework (Researcher, 2021)**

It can be observed from Figure 1.0 that this study expects the respondents' perception about the bakery's organizational structure in terms of nature of formalization, nature of hierarchical layer and organizational boundary to determine the overall level of organizational performance.

## **Theoretical framework**

For this study, Activity theory is adopted as the theoretical lens through which the relationship between organizational structure and organizational performance will be investigated. Because, Activity theory suggest that human work is always social, collective, and cooperative and supports division of labour (Gonçalves et al., 2013). Employees in a bakery have to be cooperative, social and encourage division of labour in order to produce quality product and compete favourably.

## **Conclusion and Recommendation**

The impact of organizational structures on performance cannot be over emphasized. Over the years researchers has studied the relationship between organizational structures and performance in various firms. The majority of the literatures consulted using goggle scholar reveals that researchers were evaluating the effect organizational structures on performance in a service firm, manufacturing industry, automobile industry and beverage industries (Shirazi et al., 2019; Salmanulfarasi, 2019; Situmorang et al., 2020 and Doreen 2019). This study is similar to the existing literature in term of conceptualization of organizational structures and performance, and the method of data analysis. However, the current survey varies from the previous work in term of the choice of firm. This would form a gap for the study and contribution to knowledge.

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## **THE ROLE OF CIVIL SOCIETY ORGANISATIONS IN PUBLIC FINANCIAL MANAGEMENT OF PLATEAU STATE.**

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### **ABSTRACT**

*Developing countries like Nigeria with few financial resources are more particular about the use of their financial resources. It is argued that to ensure an effective use of financial resources, different stakeholders have different roles to play in the public financial management process. This article assesses the role of civil society organizations as a stakeholder in the public financial management process of Plateau state Nigeria. The study adopted a qualitative and quantitative research approach and sampled ten civil society organizations from Plateau state. The study observed that civil society organizations play a very significant role in effective management of public finance. More so, the findings suggest that civil society organizations' quality of approach toward transparency and accountability enhances positive performance of public financial management in Plateau state. The study recommended among others that a comprehensive and robust regulatory oversight of the state implementation actors be ensured through strong and sound legislative backings.*

***Keywords:*** *civil society organization, public financial management*

### **INTRODUCTION**

Around the world today, countries are looking for the best possible ways to efficiently and effectively manage their public finances. Lawson (2015) explains the management of public finances to involve the set of rules, laws, systems, and processes used by sovereign nations to mobilize revenue and allocate public funds to undertake public spending. According to the Addis