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## **ORGANIZATIONAL STRUCTURE, CHANGE AND EMPLOYEE PERFORMANCE IN NIGERIAN UNIVERSITIES**

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### **ABSTRACT**

This study investigated the relationship between organizational structure, change and employee performance in Nigerian Universities. The research design for this study was a correlation design. The population for this study was drawn from six universities, one university from each state in the South-South Geo-Political Zone of Nigeria. The sample for this study comprised 450 academic and non-academic staff of the selected universities. The research instrument for this study was a self-structured questionnaire titled “organizational structure and change and employee performance in Nigeria questionnaire” (OSACEPNQ). The instrument has two parts. Part ‘A’ presented the demographic section and part ‘B’ presented the section of the variable items. The instrument was validated by two experts in measurement and evaluation. The reliability of the instrument was measured at 0.79 using Cronbach alpha. Mean, standard deviation at 2.5 criterion and percentage was used to answer the research question while Analysis of variance (ANOVA) was used to test the hypothesis. The findings of the study revealed that there is a significant difference between organizational structure, change and employee performance in Nigeria universities. The study therefore recommended amongst others that the payments of salaries be commensurate with job performance. This will serve as a motivation for the hard working staff and as a deterrent for the lazy staff to put in more efforts towards improved job performance in the organization.

**Keywords:** Organizational Structure, Change, Employee, Job, Performance, Universities, Nigeria.

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## INTRODUCTION

A good strategy must be doable. When an organization's present structure is so far out of line with the requirements of a particular strategy that the organization would have to be turned upside down to implement it, the strategy may not be doable and should not be given further consideration. In such cases, structure shapes the choice of strategy. Employees are the most important assets in any organization because they are the key element of achieving organizational goals. The point here, however, is that once a strategy is chosen, a structure must be modified to fit the strategy, if an approximate fit does not already exist (Schiffman, Kanuk, Kumar & Wisenblit, 2010). Any influences of structures on strategy should come before the point of strategy selection rather than after it. A study of 70 large corporations revealed that structure tends to follow the growth strategy of the organization – but often not until inefficiency and internal operating problems provoke a structural adjustment (Graetz, 2002). According to Hammer and Champy (1993) the experiences of these organizations followed a consistent sequential pattern: new strategy creation, the emergence of new administrative problems, a decline in profitability and performance, a shift to a more appropriate organizational structure, and recovery to more profitable levels and improved strategy. The performance of organizational staff has been seen as a key factor to the productivity. Workers could go to any length to ensure that there is increased productivity if the above are put in place in an organization (Lim, Griffiths & Sambrook, 2010). Performance could be seen as sine qua non to effective and efficient productivity in the organization. A less motivated worker may remain until he/she is adequately motivated in the organization. This applies to employee also. Performance is the urge or a drive which creates tension in us forcing us to take action in order to reduce the tension and bring equilibrium. It is the driving force that propels one to take actions that culminate in enhanced productivity (Mintzberg & Quinn, 1996).

An adequately recruited employee feels belonged, committed and will contribute his/her skills and ideas to the job (Ekere, 2010). There will be increased productivity. The essence of motivating employee among other reasons are to make them perform up to expected standards, to energies them to go the extra mile voluntarily and to make them work without supervision and still bring out better results than when supervised. One should understand the complex nature of human needs and that it is only when their needs are satisfied that workers can put in their best. There must be adequate provision of housing, feeding, transportation facilities and other extrinsic as well as intrinsic performance to employee if enhanced job performance is expected from them (Robbins, & Judge, 2007).

Job performance talks about how well a worker carries out the task assigned to him or her. Job performance, is part of industrial and organizational psychology, and also forms a part of human resources management. Performance is an important criterion for organizational outcomes and success. Unterman and Davis (2014) described job performance as an individual-level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables (Unterman & Davis, 2014; Ololube, 2017). He suggested determinants of performance components. Individual differences on performance are a function of three main determinants: declarative knowledge, procedural knowledge and skill, and structure.

According to Afful-Broni (2012) employee in the organizations in Nigeria has generally complaint of poor performance on the part of government and management. An organization's success lies in a motivated workforce. Highly motivated employees strive to produce at the

highest possible level and exert greater effort than employees who are not motivated. Employee's structure, organizational performance, and profits are interconnected and cannot be separated. This performance could be intrinsic or extrinsic in nature. According to Al-Aamri, (2010) intrinsic are internal satisfiers like achievement, recognition, etc., while extrinsic performance are job related factors like supervision, working condition, salary, etc. present in the work place.

### **Purpose of the Study**

The purpose of this study was to investigate the relationship between organizational structures, change and employee performance in Nigeria. Concisely, the study specifically examined:

- If differences exist between organizational structure and employee performance in Nigeria.
- If differences exist between working environment and employee performance in Nigeria.
- If differences exist between organizational change and employee performance in Nigeria.

### **Hypotheses**

- There is no significant difference between organizational structure and employee performance in Nigerian universities.
- There is no difference between working environment and employee performance in Nigerian universities.

## **CONJECTURAL CONTEXT**

### **Employees' Promotion and Job Performance**

Employee promotion is an important issue in school administration that deserves more academic attention. He noted further that, in the existing organizational system, pay levels and structure are relatively fixed and it is difficult for principals to use the compensation system as a tool to motivate employees. Aworemi, (2011) divided promotion criteria into three categories, namely: formal criteria; informal factors; and career contingency factors. Formal criteria usually are factors such as a person's formal qualifications, type and level of experience within the occupation and suitability for the promotional position in question. Informal factors include a person's religion, social class, ethnicity, political affiliation and participation in accepted organizations. The three main career contingency factors are age, sex and marital status. Regular promotion of employees is an effective tool to motivate them for improved performance. The understanding of organizational structure will guide the manager on the most efficacious and strategic application of work related activities to achieve desired organizational result. We have stimuli as one of the components. What it does is to create certain awareness in the environment (workplace) for the employee to ensure a certain behavior. We also have the response component which represents the behavior that the employee exhibits after interfacing with the stimuli in the

environment. Finally, there is outcome component which is a direct result of the response exhibited by the actor

### **Working Environment, Change and employees Job Performance**

Some employees experience stagnation and when this occurs, they are demoralized, frustrated and dissatisfied with their jobs and look elsewhere for greener pasture. This dissatisfaction can also be manifested in partial commitment to work, early retirement and resignation. Work environment is an important issue that can affect the job satisfaction of employees in school projects. Campbell, McCloy, Oppler and Sager (2013) argued that inspired workplace will result in inspired workers and draws attention to the importance for work performance, the atmosphere, quality and style of buildings and offices. Environment conditions enhance working. Such conditions like suitable temperature, humidity, ventilation, lighting, cleanliness of the workplace and adequate tools and equipment (such as public address system, computer, and resource materials for teaching, good offices) are important in job satisfaction. Good working conditions provide greater physical comfort for employees and boost their morale. While very poor conditions breed frustration and regret and consequently a high sense of dissatisfaction. Fisher, (2005) stressed that many employees in public universities lack structure and job satisfaction because of poor salary and the poor condition of the environment of their workplace. This is because a workplace environment with essential facilities is a prelude to job satisfaction among workers.

### **Employee Job Performance**

Employee's salary affects their performance attendance. Lack of salary for employees could affect employee prompt and regular attendance in school (Goldman, 2010). Studies in organization have discovered that different factors motivate and/or demotivate employees. For instance, Goldman, (2010) examined the perceptions of employees about the effects of structure on their performance at work. He found that there is a positive relation between structure and working performance of employees. They concluded that the greater the level of employees' structure, the higher will be the employee's job performance or if provided with a high level of structure to employees then their job performance will be increased. The main benefits of structure are that it brings employees' satisfaction and the goals can be achieved on time in the organization. In this way, the efficiency increases and its cost become reduced.

Ahiauзу (2011) also examined how structure through rewards and incentives help the employees to improve their job performance. He observed that employees in public universities were not well motivated leading to average performance. Deficiency or lack of structure and good performance were found in bad environment, poor working conditions, job dissatisfaction, bad leadership of principals and/or head employees, etc. Therefore, job performance is the function of structure. There should be structure in universities to have a better employee's job performance.

The research of Hackman, and Johnson, (2009) found that principals can improve the attitudes and performance level of employees. Most of the respondents in the survey agreed that their level of job satisfaction was increasing in universities where they work as a result of good rapport and many other factors. It was based on the two factor theory which states that satisfied employees are better motivated and achieve their targets efficiently as compared to dis-satisfied employees.

Structure has been variously defined. In all, it is a driving force that compels an individual to take certain actions in order to achieve certain goals. The structural level of individuals differs (Latt, 2008). Psychologically according to Inbar (2009) it means the forces determining behaviour, the biological, emotional, cognitive or social forces that activate and direct behaviour. Robinson (2012) structure is the force that energizes behaviour, gives direction to behaviour and underlines the propensity for perseverance

### **Organizational Structure and Change**

Organizational structure is the pillars of any organizational system: they are the major players as well as the organizational goal implementers. The attainment and failure of organizational activities depends highly on their performance. The employee's decision and behaviors are likely to influence the well-being and prospect of a nation including the lives of the country's next generation. Adelabu (2005) found that in Nigeria, organizations are also dissatisfied with their working environment and salary conditions. The reason behind the poor structure of lecturers is that they have low salaries as compared to other professionals, poor work environment, no decision making authority, and also not given opportunity to develop their career. Structure also plays an important role for lecturers because it helps to achieve their target in an efficient way. Organizational structure is very important because it improves the skills and knowledge of lecturers which in turns directly influences student's achievement (Kumar & Sia, 2012). If in universities, the lecturers do not have sufficient structure then they are less competent which directly influence the students and the organization system (Lindner, 1998). Ubom and Joshua (2004) reiterated that structure enhances employees' satisfaction and described how content people are with their work. It is through structure that the human resources can be employed to the fullest. It increases level of competence of personnel and leads to accomplishment of organizational objectives and thereby building relationship among workers.

Graetz (2002) noted that organization demands a very high measure of loyalty, dedication, patriotism, hard work, and commitment from its lecturers. Similarly, the role and contexts of structural methods cannot be overemphasized because high structure heightens performance which is in the interest of all organizational system. For any organization system to flourish and achieve its goals the role of lecturers have to be paramount. This is because teaching is a mass occupation, which account for one-half to two-thirds of public sector employment in most developing countries (Robbins & Judge, 2007). Lim, Griffiths and Sambrook (2010) posited that mere enthusiasm and good intentions may not be enough to improve the quality of organization; therefore the relevance of structure and job performance is very crucial to the long-term growth of any organizational system around the world.

### **The Concept of Performance**

Performance may be defined as the ability to join skillfully the right behavior towards the attainment of organizational goals (Fisher, 2005). Performance is something, a single person does. Performance of the lecturers in universities is highly affected by structure. Lecturers, when motivated their performance automatically reached towards high level (Schiffman, Kanuk, Kumar & Wisenblit, 2010). In universities, lecturer's performance can be mapped well through arranging training programs for the lecturers and they will get motivated and their confidences

will also increase. Structure has a direct and positive effect on job performance when we properly account for effort.

### **Structure and Performance in Universities**

Griffin (2005) explored that the performance of an individual is determined by three factors i.e. structure, work environment and ability to do work. Lindner, (1998) examined that the workplace environment impacts on employee morale, productivity and job performance both positively and negatively. If the work place environment is not liked by the employees so they get de-motivated and their performance also affected. Poorly designed work timings, unsuitable authorities or duties, lack of appreciation, and lack of personal decision making opportunity. People working in such environment are not satisfied they feel stress on themselves and it impacts on employee's job performance.

In another research, Aworemi (2011) investigated the relationship between the leadership styles of administrators and employee job performance in organizations. He found that the administrators mostly used democratic leadership style in organizational leadership as compared to autocratic style. It was the most commonly used leadership style by administrators in the organizations. His study also determined that there is a direct relationship between leadership styles used by Administrators and employee job performance. His study concluded that the performance of lecturers is better in those universities where principals are having autocratic leadership styles as compared to those universities where administrators are having democratic style of leadership. Thus the autocratic style is the best style of leadership that can improve the productivity and performance of lecturers in universities. He also recommended that administrators should use both autocratic and democratic leadership styles in their universities from situation to situation in order to improve teacher's job performance. Like, in certain situations they could apply autocratic style where it is applicable while in some situations they could use the democratic style.

Organization success can only be achieved by the satisfied and motivated employees and good leadership (Goldman, 2010). Therefore, a good leadership style is required to lead the lecturers and to enhance their efficiency in universities.

### **Structure, Change and Employee Performance**

Structure and performance are very important factors in terms of organization success and achievements. If changes occur in external environment then it is necessary for an organization to adopt that change because it may motivate to gain a competitive advantage. For this, the main thing they required is the skilled and competent employees. Structure plays an important role in the organization because it increases the productivity of employees and the goals can be achieved in an efficient way. The behavior of employees can be change through structure in any organization. From situation to situation, the level of structure differs with in an individual (Schiffman, Kanuk, Kumar, & Wisenblit, 2010).

Lazaroiu, (2015) examined that from the perspective of administrators job performance and structure are different. Structure is an input to work, and job performance is an output from this structure. From a teacher's perspective structure and job performance may be difficult to distinguish and structure is often inferred from the output produced, the possibility of high structure and low output or low structure and high output is often not considered. The

implications of either neglecting structure or considering it a part of job performance for the empirically observed relationship between job performance and structure can be significant. If effort is costly for an employee, ignoring effort can bias the estimated effect of job performance, because effort should increase job performance (Aworemi, 2011). As satisfaction is another very important thing in terms of structure so employees are when satisfied with their job, organization environment, salaries, rewards, then automatically get motivated and show their best efforts towards their job performance.

Davidson (2005) focused on role of lecturers in providing good quality organization in primary universities through structure where it suggested some initiatives to increase the teacher's level of structure that will improve the organizational system. The organizational culture affects the performance of the employees positively or negatively. As in organization, different employees come from different culture and background and with different languages so their thinking level is also different. When organization do not make a proper culture in organization so definitely employees will feel stress because of bad communication in between employees and their superiors and their performance towards their job will not meet the set standards. His study found that the bad working and living conditions have an adverse effect on the teacher's performance. It is essential to consider the terms and conditions of service for the purpose of motivating and retaining lecturers (Kadzamira, 2006).

According to Campbell, McCloy, Oppler and Sager (2013) social and economic conditions of lecturers have an effect on their performance i.e. low salary., lack of facilities, status of employees in society, lecturers mental health and morale, stress of work, relation with staff and employers, working environment are all those factors that have an strong impact on females lecturers performance. The level of performance of employees reduced, when there is a poor social and economic condition in the place where the school is located. It was concluded that there is a significant relationship between these factors of structure and the efficiency of female some employees.

### **Employee Promotion and their Job Performance**

Teacher promotion is an important issue in school administration that deserves more academic attention (Hammer & Champy, 1993). He noted further that, in the existing organizational system, pay levels and structure are relatively fixed and it is difficult for principals to use the compensation system as a tool to motivate lecturers. Latt (2008) divided promotion criteria into three categories, namely: formal criteria; informal factors; and career contingency factors. Formal criteria usually are factors such as a person's formal qualifications, type and level of experience within the occupation and suitability for the promotional position in question. Informal factors include a person's religion, social class, ethnicity, political affiliation and participation in accepted organizations. The three main career contingency factors are age, sex and marital status. Regular promotion of lecturers is an effective tool to motivate them for improved performance.

### **Working Environment and employee Job Performance**

Some lecturers experience stagnation and when this occurs, they are demoralized, frustrated and dissatisfied with their jobs and look elsewhere for greener pasture. This dissatisfaction can also be manifested in partial commitment to work, early retirement and resignation. Work environment is an important issue that can affect the job satisfaction of lecturers in school

projects. Hammer and Champy (1993) argued that inspired workplace will result in inspired workers and draws attention to the importance for work performance, the atmosphere, quality and style of buildings and offices. Environment conditions enhance working. Such conditions like suitable temperature, humidity, ventilation, lighting, cleanliness of the workplace and adequate tools and equipment (such as public address system, computer, and resource materials for teaching, good offices) are important in job satisfaction. Good working conditions provide greater physical comfort for lecturers and boost their morale. While very poor conditions breed frustration and regret and consequently a high sense of dissatisfaction. Lim, Griffiths and Sambrook (2010) stressed that many lecturers in public universities lack structure and job satisfaction because of poor salary and the poor condition of the environment of their workplace. This is because a workplace environment with essential facilities is a prelude to job satisfaction among workers.

## **Types of Organization Structures**

### Functional Organizational Structure

- Geographic Organization Structure
- Decentralized Line-of-Business Type of Organizational Structure
- Strategic Business Unit Type of Organization Structure
- Matrix Organization Structure

A functional Organization structure tends to be effective in single-business organizations where key activities revolve around well-defined skills and areas of specialization (Micro search International)

A Geographic Organization is well suited for organizations pursuing different strategies in different geographic markets (Nestle's operations in Trinidad and Jamaica).

Decentralized Business Units are suited to diversified organizations. The basis of organizational blocks is their business units. Each business unit is operated as a stand-alone profit center.

Strategic Business Units structures are a means for managing broad diversification and enforcing strategic coordination across related businesses.

Matrix Organization Structures, although complex to manage and sometimes unwieldy, allow an organization to be organized in two different strategy-supportive ways at the same time. It has a structure with two or more channels of command, two lines of budget authority, and two sources of performance and reward.

## **Creating an Organizational Structure**

A good organizational structure allows its workers to focus on creating quality products and awesome services. Productive organizations offer opportunities to its employees to create and use new skills. This allows for constant improvement in business operations and ensures that the organization maintains an edge to sustain in a dynamic global marketplace (Robbins and Judge, 2007). Following are the steps to keep in mind while creating an organizational structure. Analyze the plans, policies, and procedures. Structure of the management framework to help make efficient production processes. Align the various group's performance goals with the



organization's strategic objectives. Develop and/or revise the organization's mission, vision and goals. Keep an account of social and economic changes taking place in the external environment (Unterman & Davis, 2014).

Keeping a record of document of the organization's hierarchical structure and not forget to publish it on the organization's website, via email or in print form. This helps everyone in the organization to see the reporting structure, the roles, and responsibilities. It is wise to utilize the resources provided by the Society of Human Resource Management website to learn and keep track of industry trends. According to Fisher, (2005) opines that employers are to ensure that the business adheres to the rules and regulations, such as annual leave laws or hours of rest required. Annual survey is an important part. Initiate anonymous responses by the employees to gauge environment support for employees. A survey allows measuring employee perceptions about the organization and its operations. Annual surveys can let one compare results from year to year.

Identify the areas that need fast improvement to keep an organization healthy and safe for workers. Online tools, such as the Mind Tools Problem Solving Techniques website, can help you create cause and effect diagrams to identify problems. Employees should be motivated to adapt to change by communicating regularly. Make sure that all of the employees respect and support the people around them. Facilitate cultural diversity, handle workplace conflict and respond to time management policies. Professional development can also enable employees to act and react appropriately in case of turbulence (Goldman, 2010).

Encourage employees to share their skills and knowledge. Make meaningful connections with people who may not work in the same location. Allow personnel to receive knowledge and mentoring to further their careers. A good organization recognizes and motivates for the value of individual achievements (Inbar, 2009). By providing feedback and advice, new personnel can be inspired to take on additional responsibilities. Encourage performance-based management. Evaluation of employees depending on their ability to achieve their own goals affirms their accountability. By retaining and nourishing motivated employees, the organization can keep its competitive edge intact. Use professional and personal skills development programs to help the employees to do their jobs better. Encourage the employees to enrol in and clear performance-related exams linked with professional credentials (Hackman, & Johnson, 2009).

## **Assessment of Organizational Structure**

There are no hard and fast rules for evaluating the appropriateness of an organization's structure. However, the extent to which a structure is effective in helping the organization implement its strategy can be at least partially assessed by answering the following questions (Graetz, 2002).

A organization may be in one business, several related businesses, or several unrelated businesses. However, an organization's structure should be compatible with its corporate profile. For example, although the one business organization may effectively adopt the functional structure, that option may be less viable for organizations that are in several related or unrelated businesses. The functional structure promotes specialization of functional activities (Mintzberg & Quinn, 1996).

Thus, this form of specialization is beneficial for a business that primarily produces and markets a single product line such as home furniture or semiconductors, but it may be inappropriate for one in multiple businesses. A product divisional or multidivisional structure can more appropriately emphasize the organization's products and services rather than its corporate functions (Unterman & Davis, 2014).

An organization structure should also be compatible with the corporate level strategy. For example, if the corporation intends to grow continuously, it may find its growth eventually stymied by a product divisional or geographic divisional structure. It is not humanly possible to keep up with activities of the entire organization's product or geographic divisions (Campbell et al., 2013). The flat structure is common in small companies (entrepreneurial start-ups, university spin-offs). As companies grow they tend to become more complex and hierarchical, which leads to an expanded structure, with more levels and departments.

## **METHODS**

### **Research Design**

The research design for this study was a correlation design.

### **Population**

The population of the study was derived six universities, one university from each state in the South-South Geo-Political Zone of Nigeria.

### **Sample and Sampling Technique**

The sample of 450 was arrived at using simple random sampling technique. The data was organised between January and Early March 2020.

### **Instrumentation**

The research instrument for this study was a self-structured questionnaire titled organizational structure and change (OSACQ) and employee performance in Nigeria (EPNQ) with each questionnaire having the 'A' section which contained the demographic variables. The 'B' part contained the variable section under study respectively with three sections. The questionnaires were distributed in their universities. The questionnaires contained two sections which were the demographic and variable sections. It was self-structured as strongly agree (SA) = 4, Agree (A) = 3, Disagree (D) = 2 and Strongly Disagree (SD) = 1. The instrument consisted of 20 items in line with the research hypotheses. The instrument for this study was distributed and retrieved by the researcher and other two research assistants.

### **Validity**

The validity of instrument was determined by two research experts to ensure that the instruments rightly measured the variables the instrument was intended to measure and the corrections were applied to the instrument.

### **Reliability**

The reliability of the instrument was measured at 0.79 using Cronbach alpha.

## Methods of Data Analysis

The method for data analysis in this study was ANOVA, which was used to test the hypotheses. This study comprised of 450 academic and administrative staff from selected universities in the south-south geo-political zone of Nigeria.

## RESULTS

The purpose of this study and hypotheses guided the data analysis. The research questions and hypotheses were formulated in line with the purpose of the study and it provided answers to the specific items in the questionnaire.

Table 1: Showing details of demographic information of respondents

	Demographic Information	Frequency	Percentage (%)
<b>Gender</b>	Male	267	59.3
	Female	183	40.7
<b>Qualification of Respondents</b>	First degree	90	20.0
	Master's	227	50.4
	PhD	133	29.6
<b>Years of Experience</b>	1-15yrs	260	57.8
	16years-Above	190	42.2
<b>Staff Cadre</b>	Non-Academic	336	74.7
	Academic	114	25.3

Respondents demographic information for gender of the respondents showed that males were 267(59.3%), while females were 183(40.7%); qualification of respondents showed that people with First degree were 90(20%); Master's 227(50.4%) and PhD were 133(29.6%); Years of experience showed people with 1-15 years of experience had 260(57.8%) and people with 16 years an above experience 190(42.2%); staff cadre showed non-academic staff 336(74.7%) and academic staff had 114(25.3).

## Test of Hypotheses

**Hypothesis One:** There is no significant difference between organizational structure and employee performance in Nigerian universities.

Table 2: ANOVA analysis for organizational structures and employee performance in Nigerian universities

		Sum of Squares	df	Mean Square	F	Sig.
Organizational structure and employee performance in Nigeria.	Between Groups	7.767	1	7.767	22.631	.000
	Within Groups	153.753	448	.343		
	Total	161.520	449			

**Hypothesis Two:** There is no difference between working environment and employee performance in Nigerian universities.

Table 3: ANOVA analysis for working environment and employee performance in Nigerian universities

		Sum of Squares	df	Mean Square	F	Sig.
Working environment and employee performance in Nigeria.	Between Groups	19.828	1	19.828	59.153	.000
	Within Groups	150.172	448	.335		
	Total	170.000	449			

## DISCUSSION

The results of analysis for the difference between organizational structure and employee performance in Nigeria was rejected and showed that there is significant difference between organizational structure and employee performance. This hypothesis was tested using Analysis of Variance (ANOVA) at significance level of 0.05 p-value. The analysis of ANOVA showed a significance of .000 and  $F = 22.631$  revealing that there is significant difference between organizational structure and employee performance in Nigeria universities. Therefore the null hypothesis rejected and the alternate hypothesis accepted.

The results of analysis for the difference between working environment and employee performance in Nigeria was rejected and showed that there is significant difference between working environment and employee performance. This hypothesis was tested using Analysis of Variance (ANOVA) at significance level of 0.05 p-value. The analysis of ANOVA showed a significance of .000 and  $F = 59.153$  revealing that there is significant difference between working environment and employee performance in Nigerian universities. Therefore the null hypothesis rejected and the alternate hypothesis accepted.

The results of analysis for the difference between organizational change and employee performance in Nigeria was rejected and showed that there is significant difference between organizational change and employee performance. This hypothesis was tested using Analysis of Variance (ANOVA) at significance level of 0.05 p-value. The analysis of ANOVA showed a significance of .000 and  $F = 15.712$  revealing that there is significant difference between organizational change and employee performance in Nigerian universities. Therefore the null hypothesis rejected and the alternate hypothesis accepted.

Hypothesis 1 which states that “there is no significant difference between organizational structure and employee performance in Nigerian universities” was rejected because organizational structure was significantly different to employee performance in Nigeria. This is revealed in the significant level of .000 and  $F = 22.631$ . This finding is in line with Schiffman, Kanuk, Kumar and Wisenblit (2010) who opined that once a strategy is chosen, a structure must be modified to fit the strategy, if an approximate fit does not already exist. Furthermore, Graetz (2002) opined that large corporations revealed that structure tends to follow the growth strategy of the organization – but often not until inefficiency and internal operating problems provoke a structural adjustment. According to Hammer, and Champy (1993) the experiences of these organizations followed a consistent sequential pattern: new strategy creation, the emergence of new administrative problems, a decline in profitability and performance, a shift to a more

appropriate organizational structure, and recovery to more profitable levels and improved strategy.

Al-Aamri (2010) also stated that employee's structure, organizational performance, and profits are interconnected and cannot be separated. According to Afful-Broni (2012) employee in the organizations in Nigeria has generally complaint of poor performance on the part of government and management. An organization's success lies in a motivated workforce. Highly motivated employees strive to produce at the highest possible level and exert greater effort than employees who are not motivated. Goldman (2010) opined that the greater the level of employees' structure, the higher will be the employee's job performance or if provided with a high level of structure to a employees then their job performance will be increased. The main benefits of structure are that it brings employees' satisfaction and the goals can be achieved on time in the organization. In this way, the efficiency increases and its cost become reduced. Ahiauzu (2011) also observed that employees in public universities were not well motivated leading to average performance. Deficiency or lack of structure and good performance were found in bad environment, poor working conditions, job dissatisfaction, bad leadership of principals and/or head employees, etc. Therefore, job performance is the function of structure. There should be structure in universities to have a better employee's job performance.

Adelabu (2005) found that in Nigeria, organizations are also dissatisfied with their working environment and salary conditions. The reason behind the poor structure of lecturers is that they have low salaries as compared to other professionals, poor work environment, no decision making authority, and also not given opportunity to develop their career. Kumar and Sia (2012) also noted that structure also plays an important role for lecturers because it helps to achieve their target in an efficient way. Organizational structure is very important because it improves the skills and knowledge of lecturers which in turns directly influences student's achievement thus, it is through structure that the human resources can be employed to the fullest.

Hypothesis 2 which states that "there is no difference between working environment and employee performance in Nigerian universities" was rejected because working environment was significantly different to employee performance in Nigerian universities. This is revealed in the significant level of .000 and  $F = 59.153$ . This finding is in line with Afful-Broni (2012) who opined that employee in the organizations in Nigeria has generally complaint of poor performance on the part of government and management. An organization's success lies in a motivated workforce and working environment. According to Al-Aamri, (2010) intrinsic are internal satisfiers like achievement, recognition, etc., while extrinsic performance are job related factors like supervision, working condition, salary, etc. present in the work place.

Campbell, McCloy, Oppler, and Sager (2013) argued that inspired workplace will result in inspired workers and draws attention to the importance for work performance, the atmosphere, quality and style of buildings and offices. Environment conditions enhance working. Such conditions like suitable temperature, humidity, ventilation, lighting, cleanliness of the workplace and adequate tools and equipment (such as public address system, computer, and resource materials for teaching, good offices) are important in job satisfaction. Good working conditions provide greater physical comfort for employees and boost their morale. While very poor conditions breed frustration and regret and consequently a high sense of dissatisfaction.

Fisher, (2005) stressed that many employees in public universities lack structure and job satisfaction because of poor salary and the poor condition of the environment of their workplace. This is because a workplace environment with essential facilities is a prelude to job satisfaction among workers. Adelabu (2005) found that in Nigeria, organizations are also dissatisfied with

their working environment and salary conditions. The reason behind the poor structure of lecturers is that they have low salaries as compared to other professionals, poor work environment, no decision making authority, and also not given opportunity to develop their career. Structure also plays an important role for lecturers because it helps to achieve their target in an efficient way.

Griffin (2005) explored that the performance of an individual is determined by three factors i.e. structure, work environment and ability to do work. Lindner (1998) examined that the workplace environment impacts on employee morale, productivity and job performance both positively and negatively. If the work place environment is not liked by the employees so they get de-motivated and their performance also affected. Poorly designed work timings, unsuitable authorities or duties, lack of appreciation, and lack of personal decision making opportunity. People working in such environment are not satisfied they feel stress on themselves and it impacts on employee's job performance. Hammer and Champy (1993) argued that inspired workplace will result in inspired workers and draws attention to the importance for work performance, the atmosphere, quality and style of buildings and offices. Environment conditions enhance working. Such conditions like suitable temperature, humidity, ventilation, lighting, cleanliness of the workplace and adequate tools and equipment (such as public address system, computer, and resource materials for teaching, good offices) are important in job satisfaction. Good working conditions provide greater physical comfort for lecturers and boost their morale. While very poor conditions breed frustration and regret and consequently a high sense of dissatisfaction.

Hypothesis 3 which states that "there is no difference between organizational change and employee performance in Nigerian universities" was rejected because organizational change was significantly different to employee performance in Nigeria. This is revealed in the significant level of .000 and  $F = 15.712$ . This finding is in line with Schiffman, Kanuk, Kumar and Wisenblit (2010) opined that if changes occur in external environment then it is necessary for an organization to adopt that change because it may motivates to gain a competitive advantage. Schiffman, Kanuk, Kumar and Wisenblit (2010) opined that for this, the main thing they required is the skilled and competent employees. Structure plays an important role in the organization because it increases the productivity of employees and the goals can be achieved in an efficient way thus, the behaviour of employees can be changed through structure in any organization. Goldman (2010) stated that employees should be motivated to adapt to change by communicating regularly and professional change and development can also enable employees to act and react appropriately in case of turbulence.

## **CONCLUSION**

In conclusion, this study revealed the extent of how the structure of an organization can influence the employee job performance in an organizational system. The study focused on role of organizational play in providing good quality organizational structure for effective employee job performance. Through conducive working environment, effective organizational structure, the job performance of the employee performance tends to be improved in the organizational system. The organizational culture affects the performance of the employees positively or negatively. As in organization, different employees come from different culture and background and with different languages so their thinking level is also different. When organization do not make a proper culture in organization so definitely employees will feel stress because of bad

communication in between employees and their superiors and their performance towards their job will not meet the set standards. Bad working and living conditions have an adverse effect on the employee performance. It is essential to consider the terms and conditions of service for the purpose of motivating and retaining employee (Fisher, 2005). Adequate motivation of employee can enhance their job performance leading better job delivery and improved results of the preset organizational goals. Furthermore, administrators should provide right measures to put in place so as to revolutionize their organization to meet the demands of the twenty first century. This will also restore the confidence of employee and others stakeholders.

## **Recommendations**

From the above, the paper recommends as follows:

- That the relationship between payments of salaries be commensurate with job performance. This will serve as a motivation for the hard working staff and as a deterrent for the lazy staff to put in more efforts towards improved job performance in the organization.
- Organizations should initiate promotions and also implement them regularly and lecturers' job performance in public universities in Nigeria.
- That the structure of the organization be clearly defined. This will enable employee to know their administrative and working jurisdiction for the adequate and effective performance of their job.
- Organizations should provide a conducive working environment for the employees of the organization. This will go a long way in promoting and ensuring increased job performance by the employee.

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