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Effect of Organisational Structure on Employee Performance in Dangote Cement Industry in Nigeria

¹ Okoro Blessing Chineme, ² Okonkwo Oluchi Martha

^{1,2} Department of Management, Faculty of Management and Social Sciences, Godfrey Okoye University, Ugwuomu-Nike, Enugu State, Nigeria

Corresponding Author: **Okonkwo Oluchi Martha**

Abstract

There is a growing recognition of the importance of organisational structure in aligning the success of the employee performance of any organisation. The main purpose of this study is to investigate the effect of organisational structure on employee performance in Dangote Cement Industry in Nigeria. Specifically, it focused on the effect of employee performance; identified factors that motivates employees and the effect of job satisfaction on employee performance in Dangote Cement Industry in Nigeria. The study adopted descriptive survey design and the population of the study comprises of low, middle and top management staff of Dangote Cement Industry in Nigeria. Data collection method involved the use of questionnaire and data analysis involved the use of percentages, frequencies and Spearman correlation coefficient. The study made use of Taro Yamane's formula to arrive a sample size of 250 respondents. Furthermore, the results of the study

also provide evidence that group decision making help employees to achieve job satisfaction. Organisation structure affect employees both negatively and positively. The study found out that organisation structure has an effect on employee performance. From the results, it also shows that building a good organisation structure is important for employee to perform well in their work place. This is true as 44% of the respondents from the study indicate that it is necessary for organisation to have good organisation structure since it helps in motivating employee performance. The findings of this study provide the necessary information to the industry and enhance its endeavor to meet both current and its long-term demands. The study recommended that, there must be proper job analysis and job design in the organisation in order to foster efficiency and profit margin in Dangote Cement Industry in Nigeria.

Keywords: Organisational Structure, Employee Performance, Dangote Cement Industry, Nigeria

Introduction

Organisational structure holds an important role on the performance of an organisation. Therefore, any one managing an organisation must understand the importance of structuring an organisation. There are various studies associated with effects of organisational structure and organisational performance. Organisation generally is a managerial function of organising, that involve grouping of activities, establishing authority and, coordinating different functional activities in pursuit of achieving overall organisational objective and goals, and delegation of authority (Dusing, 2017). There is hardly any organisation that does not have profit and growth as its main objectives. The growth of a firm is basically measured on the percentage of market share captured and customers served. By deciding how to approach the markets and customers (Ahmed, 2017) ^[2]. Akgün Byrne & Keskin, (2020) ^[3] concluded that employees are fixed into different strategic areas to execute the plans and work to achieve the organisation's goals. The Organisational structure is defined as the placement of organisational members into strategic areas of responsibility with authority in order to achieve organisational objectives. As a result, organisational structure is a must for the continued existence of any organisation. Designing a structure that meets the needs of the corporation is a huge problem, as the organisational performance is determined by its structure. Nowadays, businesses operate in a well-informed environment. Organisational structure has become an important factor to examine as businesses compete for a competitive advantage although the relevance of knowledge management on organisational success is increasingly recognized. There is little empirical research that particularly tackles the impact of organisational structure on knowledge management. Employees 'performance, structure type, or management level, on knowledge management practices in organisations. The potential to increase competitive advantage based on an understanding of this influential relationship is substantial (Avdelidou-Fischer 2015) ^[4].

To attain the same aim of organisational performance, some people choose a democratic, relationship-centered strategy, while others prefer an autocratic, production-centered Approach. The choosing of a leadership style is influenced by a variety of elements, including the leaders' personality attributes, the followers' acceptance of the leaders, and their readiness to learn some scholars have committed their efforts to investigating the antecedents of organisational design due to its numerous accruing benefits to the company (Awan & Asghar, 2014). Leaders have adopted various styles when they lead others in the organisation. Here, emotional intelligence ability offers great help to guide a leader in choosing the Business and Management Styles (Bai, Feng, Yue & Feng, 2017) [6].

Okoro, Ogochukwu & Nwosu, (2017) [12] stated that emotional intelligence has been defined differently by different authors but the objective of having this intelligence is similar; to achieve the desired emotional state so that the employees are able to attain their expected performance. Organisations with high emotional intelligence are able to correctly scan the organisational environment, surroundings, consider the potential implications of their actions, and choose the most appropriate leadership styles that are acceptable to their followers. To enable the effective performance of important operations and to support staff effort, the structure provides the framework of an organisation and its pattern of management. It represents a formalized framework within which management operates.

Veisi, Veisi, Hasanvand (2021) [22] said that the structuring of organisation has been studied extensively by researchers for many years, with the overwhelming conclusion that there is no best way to restructure any organisation. More centralization will lead to tighter managerial control but also got greater inflexibility due to lack of worker autonomy. Extensively formalization is one of the main characteristics of a bureaucracy. Greater formalization is likely to improve the efficiency of individuals operations but may lead to increased inflexibility as workers may become incapable of performing non-standard tasks. Greater specialization tends to be greater the complexity of organisation structures as there is likely to be greater horizontal differentiations (i.e., more groupings of different types of workers) and greater vertical integration. (More hierarchal layers of management) greater specialization may also increase spatial differentiations as the organization may have more sites (Tsai, 2021) [21]. Greater specialization can lead to more adaptability as workers can adapt to changing requirements more quickly but may also lead to inflexibility if their area of expertise is very narrow (Balci Inci, Mahmut, Ahmet & Erkut 2016) [8].

Evidence shows that organization that make use of certain structures cannot do without structuring their organisation with an element or dimension or mixed dimensions and in the process of operating these dimensions with structure of the organisation, ends up achieving different result. Literature also points to the fact that there is no absolute way to structure a business. Whether a particular structure is advantageous or disadvantageous for an organisation depends on the type of business, the strategy, its target market and the style of the management. Therefore, this study is bothered about these dimensions and it results reached, and it seeks to find out if these results reached are satisfactory enough to lead to better performance as dimensions such as; formalization, complexity,

centralization, decentralizations of structures are operated within organizations (Maduenyi, Oke, Fadeyi & Ajagbe, 2015) [14].

McNamera (2018) [13] said that the issue of organisational structure has attracted the attention of managers and scholars in organisational behaviours and has equally elicited wide research, discussions, arguments and findings. Organisations have goals and objectives to achieve and this is only realizable within an existing framework of the organisational structure. The structure of an organisation is very crucial to the realization of organisational goals and objectives (Teixeria, Koufteros & Peng 2020) [20]. It is recognized that organisations are structured in various ways in line with organisational goals and objectives. There is need to determine if the way organisation is structured has an impact on an employee's satisfaction level. However, studies have established that efficient and effective performance depend on the designing and adoption of a fitting structure by the organisation, in other words, no effective and efficient organisation if the structure of the organisation does not support the people who work within the system that provide the key element to determine its success. This study, therefore, aims at examining the effect of organisational structure on the performance of employees in Dangote Cement Industry in Nigeria.

Statement of the Problem

Managers who set out to design an organisational structure face difficult decision. They must choose among a myriad of alternative frameworks of jobs and departments. Opinions still considerably differ with regard to the most appropriate organisational structure that would enhance organisational performance. The issue of organisational structure has attracted the attention of managers and scholars in organisational behaviours and has equally elicited wide research, discussions, arguments and findings. Organisations have goals and objectives to achieve and this is only realizable within an existing framework of the organisational structure. The structure of an organisation is very crucial to the realization of organisational goals and objectives. It is recognized that organisations are structured in various ways in line with organisational goals and objectives. There is need to determine if the way organisation is structured has an impact on employee's satisfaction level.

Objective of the Study

1. To assess the effects of organisational structure on organisational performance and customer satisfaction in Dangote Cement industry.
2. To investigate the effect of organisational structure on the employees performance in Dangote Cement industry in Nigeria.
3. To examine the relationship that exists between job design and target achievement in Dangote Cement Industry in Nigeria plc.

Research Question

What is the effects of organisational structure on organisational performance on customer satisfaction in Dangote Cement Industry?

What is the effect of organisational structure on the employee's performance in Dangote Cement industry in Nigeria?

What is the relationship between job design and target achievement in Dangote Cement Industry in Nigeria plc?

Research Hypotheses

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

Ho: There is no significant relationship between organizational structure and organisational performance on customer satisfaction in Dangote Cement Industry.

Ho: There is no significant relationship between organisational structures on the employee's performance in Dangote Cement industry in Nigeria.

Ho: There is no significant relationship between job design and target achievement in Dangote Cement Industry in Nigeria.

Literature Review

Concept of Organisation Structure

As far as an organisation is concerned, structures of different forms exist, and it is the consciousness of creating and applying structure chosen that brings in changes in an organisations' output or performance. Every management has to establish its own organisation structure for efficient handling of business activities. The term 'Organisation structure' has become very important in the business world today, which in other words has also distinguished different organisations in the world. The word "organisation" is gotten from the word 'organism' which means a structure of body divided into different parts that are held together by a fabric of relationship as one organic whole (Shields, 2016).

Mechanistic Organisations

These are organisation which are efficient, rigid, predictable, and standardized. Specifically, mechanistic organisations are characterized by a rigid hierarchy; high levels of formalization; a heavy reliance on rules, policies, and procedures; vertical specialization; centralized decision making; downward communication flows; and narrowly defined tasks. The mechanistic structure of organizations in terms of complexity have few training opportunities for their employees and less job specialty within the organisation (Sakalas, & Venskus, (2020)^[17].

Tsai, (2021)^[21] listed the following characteristics of mechanistic or bureaucratic organizations; low complexity, high centralization, high formalization, high stratification, low addictiveness, high production, high efficiency and low job satisfaction. Under centralization, the mechanistic structure of organizations, decision making is limited to a few people and departments in the firm. The proportion of job diversity and workers who participate in decision making is low and the decision areas they are involved in are also few. According to Root, (2017)^[16] top management has the last word when it comes to decision making in a firm. The hierarchy of command is considered to be tall since information has to pass through different levels before it gets to the end user. The authors also point out that decision making is concentrated in fewer areas within an organization which depict high centralization.

Organic Organizations

Organic organizations are flexible, adaptable, and team directed. In particular, organic organizations are characterized by weak or multiple hierarchies; low levels of formalization; loose rules, policies, and procedures;

horizontal specialization; decentralized decision making; communication flows in all directions; and fluidity of tasks adaptable to changing "Organic organizations are based on interpersonal transactions; they mostly rely on interpersonal factors such as face-to-face communication". Various authors and researchers such as conditions Tsai, Joshi, Cahill, & Sidhu (2021)^[21] argue that organic organizations have got low specialization by virtue of having overlapping duties within organizations while centralization is low in regards to decision making being spread across or along the organisation. In this case, delegation and consultation are commonly practiced by employees. We agree that both these forms exist at some point of an organization's existence. We, however, think that it is impractical for an organisation to start off as an organic organisation then as it develops and matures it becomes mechanistic without having some phases in between. Organizations may start off as being organic, then, with time they adapt elements of the mechanistic form before they finally become mechanistic. We are curious to find out if there are organizations with purely mechanistic or purely organic elements or if there is a mixture of these elements from the time an organisation is conditions (Tsai, 2021)^[21].

Teixeria, Koufteros & Peng, (2020)^[20] described organizational structure as a group of people occupying a formal structure of position to achieve a particular purpose. They are institutions that enable society to pursue goals that could not be achieved by individuals' action alone. An organization is generally defined as a structure of relationships to get work done. It is a social system involving interpersonal relationships. Tsai et.al. (2021)^[21] was of the view that establishment of an organizational structure presupposes the absence of a sole-proprietorship. It also assumes a level of operation that requires the joint effort many persons to successfully execute. This underscores the need to specify the different tasks that should be carried out by different individual job (job descriptions), how it should be carried out (operating procedures), expected standards of performance, line of authority, etc., in order to avoid confusion and conflict. It also requires the relationships and interactions between jobs; system of integration and coordination that would ensure organizational cohesion, effective and efficient operations. Simply put, organizational structure defines the formal division, grouping, and coordination of job tasks.

Theoretical Review

Modern Theories

The research followed organization modern theories. Modern theories tend to be based on the concept that the organization is a system which has to adapt to changes in its environment. In modern theory, an organization is defined as a designed and structured process in which individuals interact for objectives (Hicks and Gullet, 1975). The contemporary approach to the organization is multidisciplinary, as many scientists from different fields have contributed to its development, emphasizing the dynamic nature of communication and importance of integration of individual and organizational interests. These were subsequently re-emphasized by Bemard (1938) who gave the first modern and comprehensive view of management. Subsequently, conclusions on systems control gave insight into application of cybernetics. The operation research approach was suggested in 1940. It utilized the

contributions of several disciplines in problem solving. Some of the notable characteristics of the modern approaches to the organization are: A systems viewpoint, a dynamic process of interaction, multi-leveled and multidimensional, multi-motivated, Probabilistic, multidisciplinary, descriptive and Multivariable, and adaptive. Modern understandings of the organization can be broadly classified into the systems approach socio- technical theory, and a contingency or situational approach.

The study also considered Weber's Way of Bureaucracy and Taylor's scientific management theories. Max Weber believed that an ideal bureaucracy has to do with six specific characteristics: hierarchy of authority, impersonality, written rules of conduct, promotion based on achievement, specialized division of labor, and efficiency. This ultimate characteristic of Weberian bureaucracy, which states that bureaucracies are very efficient, is controversial and by no means accepted by all sociologists. There are certainly both positive and negative consequences to bureaucracy, and strong arguments for both the efficiency and inefficiency of bureaucracies. Weber's theory of bureaucracy says that it is extremely efficient, adding that bureaucracy is the most efficient form of organization. Also, that bureaucracies are necessary to ensure the continued functioning of society, which has become drastically more modern and complex in the past century. To him, without the structured organization of bureaucracy, the complex society would be much worse off, due to the fact that society would act in an inefficient and wasteful way. He saw bureaucracies as organizations driven towards certain goals, which they could carry out efficiently. In addition, within an organization that operates under bureaucratic standards, the members will be better off due to the heavy regulation and detailed structure. Not only does bureaucracy make it much more difficult for arbitrary and unfair personal favours to be carried out, it also means that promotions and hiring will generally be done completely by merit.

The Scientific Management theory was introduced by Frederick Winslow Taylor to foster production efficiency and effectiveness. Taylor argues that inefficiencies could be tamed through managing production as a science. The scientific management view deals with the concept of planning of activities to gain efficiency, standardization, specialization and simplification. For productivity to be increased then there has to be mutual trust between management and workers. Taylor identifies four inherent principles of the scientific management theory, Science, not rule-of-thumb; Scientific selection of the worker, Management and labour cooperation rather than conflict; and Scientific training of workers.

Empirical Review

Organizational Structure can be seen as the rules that oversee the relationship between individuals or teams who try to achieve the organizational goals. In an organization of any size or complexity, employees' responsibilities most often are defined by what they do, who they report to, and for managers, who reports to them. Also put differently by another scholar, Shields, (2016) referred that organizational structure is the formal system of task and reporting relationships that determines how employees use resources to achieve organizational goals. With the above definition, it shows that organizational structure is essential for the conduct of business activities or relationships that exist in

the organization like task and reporting activities or relationships which dedicates how employee use available resource effectively to bring about efficient result (Abor & Biekpe, 2021)^[1].

According to Business Dictionary (2018) "an organization is a social unit of people that is structured and managed to meet a need or to pursue collective goals. McNamera (2018)^[13]. An organization in its simplest form as "a person, a group or people intentionally organized to accomplish an overall, common goal or set of goals". According to Robbins (2014) "an organizational structure is defined as a system that determines how job tasks are formally divided, grouped and coordinated within an organization". It could also be defined as the framework within which management operates.

Also, an organizational structure refers to the arrangements of task, interrelations of various departments and levels of authorities to achieve co-operation of effort, delegation of authority, and effective communication along the scalar chain. However, the definition of an organization which was given by McNamera (2018)^[13] in line with the organizational structure by Robbins *et al.* (2014) provided the core definition of an organizational structure in terms of this study. This study therefore, defined the organizational structure as "a system that determines how tasks are formally structured and coordinated within a group that is intentionally organized to accomplish a common goal" (Robbins 2014; McNamera, 2018^[13]). Each staff, department or division within an organization directly contributes to the overall organizational performance, thus the criticality of analyzing each employees and department's performance in order to determine what impact it has on the overall organizational performance (Gray, Berta, Deber & Lum, 2017)^[10].

According to Okoro, (2017)^[12] an organization is a social set up, which has a boundary that separates it from its environment, pursues its own collective goals, and controls its own performance. For managers, the term organization implies a formalized intentional structure of roles positions. Okoro, et.al (2017)^[12] refers to it as a social unit or a human grouping intentionally constructed and reconstructed. To ensure retention of consumer, it is important to satisfy customers that is when there is low quality services customers are not satisfied and this will lead to low performance in the organization. Service is an important element for consumer satisfaction but this is not to say that it is the only element which is responsible.

Base on the research carried out Veisi, Veisi, & Hasanvand, (2021)^[22] titled "Organizational Structure and Employee's Performance" the study sought to assess the effect of organizational structure on employee's performance in brewing firms in Nigeria. The purpose of the study is to determine whether there is appropriate structure in Nigeria brewing firms and the extent it has contributed to their employees' performances. The population of the study is 6468 being the total staff strength of the five brewing firms in Nigeria Stock Exchange while the sample size was extracted from the population using Taro Yamane method. This study used descriptive type of survey design and structured questionnaire was used to generate data. Descriptive statistics, correlation and t-statistics, was adopted for analysis of data and hypotheses testing. The result of the study revealed that nature of hierarchical layers has significant positive effect on the employee's

performance of brewing firms; and that formalization significantly affect employee's performance positively.

In view of the above findings, the study concludes that adopting appropriate structure is the fulcrum on which employees' performance of brewing firms revolves. Rachmayanthi, (2017) ^[9] said that there is a positive and significant effect between organizational structure and employee performance. And the indirect effect between organizational structures on performance through job satisfaction. Based on these findings, it can be concluded that any changes or variations that occur in performance are directly affected by job satisfaction, and indirectly have a significant effect on organizational structure. The purpose of this study is to find out the relationship between job satisfactions of personnel with the organizational structure of the education department in the province of Golestan. The structure includes three components of complexity, formalization and centralization. The research was determined to be applied; the research objectives were through the descriptive-correlative method. The results show that there is a negative significant relationship between organizational structure and its aspects and job satisfaction of personnel, where the organizational structure explains 33% of job satisfaction changes.

The study of Okoro et.al (2017) ^[12] ascertain the effects of organizational design on employee performance in the manufacturing industry; to determine the nature of relationship between organizational structure and job design on employee performance in manufacturing industry and to assess the effect of organizational design on employee performance on training in the Nigerian Manufacturing Industry. The cross-sectional survey research method was adopted and four organizations in Enugu were selected for the study. They include Electricity Distribution Company (EEDC), Innoson Nigeria Ltd Enugu, PZ Industries Plc and Nigerian Breweries Plc in Enugu metropolis. Data for the study were sourced primarily using a structured questionnaire and interview. Data collected were presented and analyzed in tables and the corresponding values expressed in percentages. Z-test and Chi-square statistical techniques were used to test the hypotheses. Findings from the study showed that Adherence to organizational design on employee performance has significant influences in Nigerian manufacturing industry. There is significant relationship between organizational structure and job design on employee performance in manufacturing industry. The adoption of the organizational design on employee performance on training significantly enhances corporate success and economic growth.

Muhammad Donal Mon (2019) in his study, see to the effect of complexity, formalization, nature of hierarchical and technology on company performance. Data is processed using the SPSS program. The results of the analysis show that the organizational structure for complexity and nature of hierarchical variables has a positive but not significant effect while formalization and technology have a positive and significant effect on firm performance.

Maquire, (2021) ^[15]. Gave a practical perspective on the impact of a complex organisational structure on elements of personnel job satisfaction and departmental performance. The research instrument was designed to establish the elements that influence the composition of the organisational structure. Data analysis was done through descriptive and inferential statistics. The conclusion showed

the inference between these elements and the actual aim of this study. The study did not directly compare the analysis of performance and organisational structure influence on it but rather aimed at establishing the general consensus by the participants on the likelihood of them accepting suggestions and recommendations of the study. It was evident that the organisational structure is ineffective. The ineffectiveness of the structure was observed to have been a contributing factor to the low job satisfaction levels within the participants study identified staff morale as the main contributor to poor performance. Therefore, it could be concluded that since the organisational structure negatively impacted staff morale, it also inadvertently negatively affected the performance of the department.

Hao Kasper & Muehlbacher (2022) ^[11] carried out a study on determinants of organizational structures, an empirical study. The study examined specifically the main factors that determine the organizational structure of a sample of 50 firms located in Catalonia, an autonomous region in the Northern East of Spain. After grouping the variables into two factors (related to internationalization and customer oriented aspects respectively). The study results revealed three groups of organizational structures. In those groups that consider the variables of internationalization to be modifiers of structure the organizational structure are of the complex classical "type, whereas simple firms predominate in the group that believes these variables do not modify structure.

Sakalas, & Venskus, (2020) ^[17] also carried out a study on the effects of organizational structure on the entrepreneurial orientation of the employees in metal industries of Kaveh industrial city of Iran. The study adopted a descriptive survey design and questionnaire was used as instrument for data collection. The population of the study was 4700 employees involved in metal industries of Kawek industrial city among whom, 355 people was selected as the research sample by using Cochran formula and sampling method of relational stratified random sampling method of relational stratified random sampling method. Spearman's regression test and multi-regression (in SPSS) and structural equation modeling (in LIREL) were used to analyze the data. The analysis revealed that organizational structure has a positive significant effect on entrepreneurial orientation of the employees of the organizational structure and the appearance of people's orientations and behavior toward the entrepreneurial activities.

Muhammad Donal Mon (2019) conducted a study on the effects of organizational structure on job satisfaction in the Nigerian financial sector: empirical insight from selected banks in Lagos State. The level of job satisfaction and effectiveness of every human depends upon an appropriate organization structure; as organization structure is the prescribed pattern of work-related behavior that are deliberately established for the accomplishment of organizational goals. During the last decade quite a lot of discussions have taken place, in the corporate world, about organizational structure, and a lot of organizational success and job satisfaction by the employee are attached to the structure that is in opinions still considerably differ with regard to the most appropriate organizational structure that would enhance job satisfaction. This study therefore examined the effects of organizational structure on job satisfaction in the Nigerian financial sector, empirical insight from selected leading banks in Lagos State, Nigeria.

Survey research design was used in the study. Data for the study were gotten from both primary and secondary sources. Two hypotheses were advanced to guide the study.

The result of the first hypothesis shows that there is a correlation between organizational structure and optimum job satisfaction at 0.795 R-square; hence the Null hypothesis was rejected. Also, the result of the study reveals that there is a relationship between organizational structure and employee's recognition at 0.612 R-square; hence Null hypothesis two was rejected. Findings of the study show that there is a correlation between organizational structure and components of job satisfaction via need for dominance, achievement & autonomy. The study recommends that organizations should design a suitable structure which must begin with some ideas of what the organization is out to achieve (prime purpose of the organization). The study therefore concludes that managers should bear it in mind that job satisfaction of workers go a long way to determine their productivity, and hence the realization of organizations goals and objectives. So, suitable structures should be put in place to enhance optimum level of job satisfaction.

Methodology

The study adopted descriptive survey design and the population of the study comprises of low, middle and top management staff of Dangote Cement Industry in Nigeria. Data collection involved the use of questionnaire and data analysis involved the use of percentages, frequencies and Spearman correlation coefficient. The study made use of Taro Yamane's formula to arrive at a sample size of 250 respondents. Furthermore, the results of the study also provide evidence that group decision making help employees to achieve job satisfaction. Organization structure affect employees both negatively and positively. The study found out that organization structure has an effect on employee performance. From the results, it also shows that building a good organization structure is important for employee to perform well in their work place. This is true as 44% of the respondents from the study indicate that it is necessary for organization to have good organization structure since it helps in motivating employee performance. The findings of this study provide the necessary information to the industry and enhance its endeavor to meet both current and its long-term demands.

Discussion of the Findings

The findings from the study are presented as follows. The research assessed the effects of organizational structure on organizational performance and customer satisfaction in Dangote Cement industry. The findings showed that there was an extremely weak negative correlation between Performance and employees customer satisfaction" with correlation coefficient "r" being -0.002. In other words, formalization would have little to no influence on employees" performance. The relationship between formalization and employees" performance is also found to be insignificant. This finding negates the findings of Muhammad Donal Mon (2019) in his study on effect of complexity, formalization, nature of hierarchical and technology on company performance.

The effect of organisational structure on the employees" performance in Dangote Cement industry in Nigeria have a positive and significant effect on firm performance. Researcher also investigated the link between organizational

structure on the employees in Dangote cement industry in Nigeria and employees" performance. The findings showed that there was a weak positive correlation between employee performance and employees" on the organizational structure with correlation coefficient "r" being 0.380. However, this association between number of layers in the organizational hierarchy and employees" performance is found to significant. The findings indicated a weak positive correlation between job design and target achievement in Dangote Cement Industry in Nigeria plc with correlation coefficient "r" being 0.420. It was also found that there was a significant positive relationship that exists between job design and target achievement in Dangote Cement Industry in Nigeria plc.

Recommendations

1. The Dangote Cement Industry in Nigeria plc should have a specific and well - defined structure in order to enhance proper co-ordination and efficiency.
2. There must be proper job analysis and job design in the organization in order to foster efficiency and profit margin of the organisation in Dangote Cement Industry in Nigeria plc.
3. There should be proper and more effective co-ordination of functions across various departments in order to pave way for planning and supervision of employees".
4. The work organization should encourage functional specialization of duties across each regional offices in order to make grouping of functions easy and accelerate good decision making for maximum productivity.
5. The human resource department of the organization as well as the management must always embark on training programmers most especially on types of organizational structure to employ as the organization expands. This will pave way for effective performance through well- arranged lines of authority, good communication network, acceptable and clearly defined rights and duties of employees.

Conclusion

The study revealed that Dangote Cement Industry in Nigeria plc followed standard operating procedures that provided well- defined job description for all employees. Rules and regulations to some extent slow down decision making and layers of hierarchy of authority had impact on decision making of the work organization by making it slow. There were many boundaries created between various units in the organization and many professionals were employed to execute diverse tasks that improved the performance of employees.

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