



Research Paper

## The Nexus between Organizational Structure and Employee Performance: A Study of the Rivers State Ministry of Employment Generation and Empowerment

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### ABSTRACTS

*This study examines the relationship between organizational structure and employee performance within the Rivers State Ministry of Employment Generation and Empowerment. The specific aim is to analyze the impact of different organizational structures—functional, divisional, and matrix—on employee efficiency and productivity. The objectives include assessing how these structures influence communication, decision-making, and job satisfaction among employees. Grounded in Human Relations Theory, the research underscores the significance of social factors in the workplace, asserting that the quality of interpersonal relationships and communication plays a crucial role in motivating employees and enhancing performance. The methodology adopted a qualitative research design, utilizing secondary methods of data collection through organizational reports and relevant literature. Content analysis was employed to systematically review and interpret the materials, identifying key themes regarding the influence of various organizational frameworks on employee performance. Key findings suggest that while a functional structure enhances specialization, it may create silos that hinder overall productivity due to poor interdepartmental coordination. Conversely, the matrix structure promotes collaboration and innovation across departments but introduces challenges in decision-making due to multiple reporting lines. To address these issues, actionable recommendations include implementing regular cross-departmental meetings to improve coordination and clearly defining reporting lines and decision-making authority within the matrix structure. The conclusion emphasizes that effective management of these organizational frameworks is essential for enhancing employee efficiency, communication, and job satisfaction, ultimately optimizing the Ministry's objectives and improving service delivery.*

**Keywords:** Organizational Structure, Employee Performance, Human Relations Theory

### I. INTRODUCTION

Organizational structure plays a crucial role in determining the efficiency and performance of employees within any institution, influencing not only how tasks are carried out but also the overall productivity, job satisfaction, and morale of the workforce. An organization's structure refers to the way in which job tasks are formally divided, grouped, and coordinated (Daft, 2016). It includes the hierarchy of authority, the communication channels, and the decision-making processes that guide how information flows within the organization. In both public and private sectors, a well-structured organization facilitates efficient decision-making, clear communication, and the effective allocation of resources, which ultimately contributes to improved employee performance (Jones, 2013). Conversely, poorly designed organizational structures can hinder communication, create confusion in roles, and lower employee morale, thus affecting overall productivity.

Within the public sector, the need for an efficient organizational structure is particularly significant due to the complex nature of government operations and the high expectations placed on public service delivery. Public institutions, such as the Rivers State Ministry of Employment Generation and Empowerment, operate in an

environment characterized by bureaucratic procedures, multiple layers of governance, and a high degree of accountability. The ministry is responsible for creating employment opportunities, empowering citizens, and addressing employment-related challenges in the state. For such a ministry, an effective organizational structure is vital in ensuring that employees are well-coordinated, motivated, and capable of delivering on the ministry's mandate.

The specific context of this study focuses on the organizational structure of the Rivers State Ministry of Employment Generation and Empowerment and its influence on employee performance. As a public sector organization, the ministry is characterized by a hierarchical structure that often impacts decision-making, communication, and overall staff coordination. Studies have shown that in public sector organizations, hierarchical structures tend to slow down decision-making processes due to multiple levels of approval and oversight (Mintzberg, 2012). This can lead to delays in service delivery and employee frustration, especially when tasks are time-sensitive or when employees feel their input is not adequately considered. Furthermore, a rigid hierarchy can stifle innovation and create barriers to communication between different levels of the organization, affecting job satisfaction and, by extension, employee performance (Pugh & Hickson, 2007).

Understanding the relationship between organizational structure and employee performance is crucial for public institutions like the Rivers State Ministry of Employment Generation and Empowerment, which aim to improve service delivery and staff efficiency. Employee performance is directly linked to how effectively employees are able to carry out their duties within the confines of the organization's structure. When employees have clear roles, responsibilities, and channels of communication, they are more likely to perform efficiently and feel motivated in their work (Robbins & Judge, 2017). Conversely, when there are ambiguities in the structure or when the organizational framework inhibits decision-making and communication, employee performance can suffer. This study therefore seeks to examine the ways in which the ministry's organizational structure impacts employee productivity, job satisfaction, and overall performance.

The study also addresses several key challenges that arise from poorly defined organizational structures. Within the Rivers State Ministry of Employment Generation and Empowerment, there have been reports of inefficiencies in communication flows, delays in decision-making, and a general lack of clarity in the assignment of tasks. These issues can result in reduced employee motivation and lower levels of performance, which ultimately affect the ministry's ability to achieve its objectives. Therefore, this research is not only timely but also essential in identifying areas where the ministry can restructure its operations to enhance performance. By exploring how the ministry's current structure impacts employees, the study aims to provide actionable recommendations that could help improve organizational effectiveness and boost staff productivity.

In conclusion, this research highlights the importance of organizational structure in shaping employee performance, particularly within public sector organizations such as the Rivers State Ministry of Employment Generation and Empowerment. Given the critical role that employees play in the success of the ministry's programs and services, it is essential to ensure that the organizational framework supports, rather than hinders, their ability to perform effectively. Through a detailed examination of the ministry's structure and its impact on performance, this study aims to contribute valuable insights into the optimization of organizational practices in public sector institutions.

## **II. AIM OF THE STUDY**

The specific aim of this study is to examine the relationship between organizational structure and employee performance within the Rivers State Ministry of Employment Generation and Empowerment. While the objectives are to:

1. To analyze the different types of organizational structures (e.g., functional, divisional, matrix) within the Ministry and their influence on employee efficiency and productivity.
2. To assess how organizational structure impacts communication, decision-making, and employee job satisfaction in the Ministry.

## **III. THEORETICAL FRAMEWORK**

The study is grounded by Human Relations Theory

Human Relations Theory, developed by Elton Mayo in the early 20th century, emphasizes the importance of social factors in the workplace, particularly the role of human relationships in influencing employee motivation and performance (Mayo, 1933). The theory argues that employees are not merely motivated by monetary incentives or formal organizational structures but by the quality of interpersonal relationships, communication, and the social environment in which they work. It suggests that an organization's structure should be designed to foster collaboration, communication, and positive relationships among employees, as these are essential for improving job satisfaction, motivation, and overall performance (Roethlisberger & Dickson, 1939). This theory is particularly relevant in public sector organizations, such as the Rivers State Ministry of Employment Generation and Empowerment, where bureaucratic structures often overshadow the human element of work, potentially leading to reduced employee morale and performance.

In the context of the Rivers State Ministry of Employment Generation and Empowerment, the organizational structure impacts human relationships, motivation, and employee performance in several ways. The ministry's hierarchical structure may create barriers to open communication and collaboration, as decision-making is often concentrated at the top levels of the organization. This can limit the opportunities for employees at lower levels to contribute to decisions that affect their work, leading to feelings of alienation and disengagement (Robbins & Judge, 2017). Human Relations Theory highlights the need for management to pay attention to the social and psychological needs of employees, suggesting that a more inclusive and participatory structure could improve relationships within the organization, thereby enhancing motivation and performance (Mullins, 2010). Employees who feel valued and involved in decision-making processes are more likely to be motivated and to perform at higher levels (Hersey, Blanchard, & Johnson, 2013).

Human Relations Theory also emphasizes the role of informal networks within an organization. While formal structures define roles and responsibilities, it is often the informal relationships between employees that significantly impact performance. In the ministry, informal communication channels may serve as a critical mechanism for information sharing and problem-solving, particularly when formal lines of communication are slow or inefficient (Barnard, 1938). By recognizing and supporting these informal networks, the ministry's leadership could foster a more collaborative and supportive work environment, ultimately improving employee performance. This theory underscores the importance of creating an organizational culture that values teamwork, communication, and social support, all of which contribute to higher levels of employee motivation and job satisfaction (McGregor, 1960).

The application of Human Relations Theory to the ministry's organizational structure also suggests that management should focus on employee welfare and interpersonal relationships as a key strategy for improving performance. Rather than relying solely on formal rules and procedures, the ministry could benefit from adopting practices that promote employee well-being, such as team-building activities, open communication forums, and employee recognition programs (Maslow, 1943). These initiatives would help create a positive social environment in which employees feel valued and supported, leading to increased motivation and better performance outcomes (Herzberg, Mausner, & Snyderman, 1959). Additionally, the theory implies that leadership within the ministry should prioritize interpersonal skills and emotional intelligence, as these are critical for managing relationships and fostering a positive organizational culture (Goleman, 1998).

In summary, Human Relations Theory offers valuable insights into how the organizational structure of the Rivers State Ministry of Employment Generation and Empowerment influences human relationships, motivation, and employee performance. By emphasizing the importance of social factors and interpersonal relationships, the theory suggests that the ministry could improve employee morale and performance by fostering a more inclusive, supportive, and collaborative work environment. This would involve not only structural changes but also a shift in management practices toward greater attention to employee needs and the social dynamics within the organization.

#### **IV. CONCEPTUAL REVIEWS**

##### **Concept of Organizational Structure**

The concept of organizational structure refers to the formal arrangement of roles, responsibilities, and communication channels within an organization. It dictates how tasks are coordinated, how information flows between different levels, and how decisions are made. Organizational structures can take several forms,

including functional, divisional, and matrix structures, each with distinct characteristics, advantages, and disadvantages. A functional structure divides an organization into departments based on specialized functions such as finance, marketing, and human resources. This structure promotes efficiency and specialization but may lead to communication silos, as each department tends to focus on its own goals rather than the organization's overall objectives (Daft, 2016). In a divisional structure, the organization is divided into semi-autonomous units based on products, services, or geographical areas. While this structure fosters flexibility and accountability within each division, it can lead to duplication of resources and inefficiencies (Jones & George, 2017). The matrix structure combines elements of both functional and divisional designs, allowing employees to work across different functions and projects. Although this structure encourages collaboration and resource sharing, it can result in confusion over reporting lines and conflict between functional and project managers (Robbins & Judge, 2017).

### **Concept of Employee Performance**

Employee performance is a multifaceted concept that encompasses the efficiency and effectiveness with which employees carry out their assigned tasks. It is often evaluated through key metrics such as productivity, job satisfaction, and goal attainment. Productivity measures how effectively an employee uses their time and resources to complete tasks, while job satisfaction reflects their level of contentment and engagement with their role (Armstrong & Taylor, 2014). Goal attainment refers to the extent to which employees meet or exceed the objectives set by their supervisors or the organization. High levels of performance are critical in public sector organizations like the Ministry, where employee efforts directly impact the quality of service delivery and public satisfaction. In the case of the Rivers State Ministry of Employment Generation and Empowerment, employee performance can be assessed by evaluating how well staff meet the organization's objectives related to job creation, empowerment initiatives, and public outreach. Factors such as motivation, access to resources, and managerial support are essential in determining employee performance in this context (Mullins, 2010).

### **Link between Organizational Structure and Employee Performance**

The link between organizational structure and employee performance has been extensively explored in the literature, with both positive and negative outcomes reported. A well-defined organizational structure can enhance employee performance by providing clear roles, responsibilities, and communication pathways, thereby reducing ambiguity and enhancing efficiency (Mintzberg, 1979). For instance, a functional structure may improve performance by allowing employees to specialize in their respective areas of expertise, leading to higher productivity and job satisfaction. However, in public sector organizations like the Rivers State Ministry of Employment Generation and Empowerment, rigid structures can also hinder employee performance. Studies show that overly hierarchical structures can stifle creativity, slow decision-making processes, and create communication bottlenecks, which negatively affect employee morale and overall performance (Robbins & Judge, 2017). Moreover, the lack of flexibility in such structures may limit employees' ability to adapt to changing job requirements, further reducing their effectiveness. The literature suggests that public sector organizations should consider adopting more flexible, participatory structures that promote communication, collaboration, and employee involvement in decision-making to improve performance outcomes (Daft, 2016).

## **V. METHODOLOGY**

The study employed a qualitative research design, utilizing secondary methods of data collection to gather information from organizational reports and relevant literature. Content analysis was the primary method used for data presentation and analysis. This involved systematically reviewing and interpreting the gathered materials to identify key themes and insights regarding the impact of various organizational structures on employee efficiency and productivity. The content analysis facilitated a thorough examination of how different organizational frameworks influenced employee performance within the Rivers State Ministry of Employment Generation and Empowerment, highlighting the strengths and weaknesses of each structure in enhancing employee productivity.

## **VI. DISCUSSION OF FINDINGS**

### **1) Analyzing the Different Types of Organizational Structures within the Ministry and Their Influence on Employee Efficiency and Productivity**

The structure of an organization is crucial in determining how work is organized, responsibilities are delegated, and resources are utilized to achieve desired outcomes. Within the Rivers State Ministry of Employment Generation and Empowerment, different organizational structures such as functional, divisional, and matrix structures are relevant for understanding how these frameworks influence employee efficiency and productivity. Each structure has its unique characteristics, advantages, and challenges, shaping the way employees perform their duties and contribute to the Ministry's objectives.

The functional structure, which is one of the most common organizational frameworks in the public sector, organizes the Ministry into departments based on specific functions such as human resources, finance, and program implementation. This structure allows employees to specialize in their respective areas of expertise, which enhances efficiency by enabling individuals to focus on specific tasks within their domain. For instance, in the Ministry, finance officers are responsible for budget planning, while human resource managers focus on staff welfare and recruitment. This specialization reduces the overlap of responsibilities and allows employees to build expertise in their fields, which ultimately enhances productivity (Daft, 2016).

However, while the functional structure promotes efficiency, it can also present significant challenges. One of the major drawbacks of this structure is that it may create silos within the organization, where communication and collaboration between departments become difficult. Employees may be so focused on their specific tasks that they lose sight of the broader organizational goals, which can hinder the Ministry's overall productivity (Robbins & Judge, 2017). For instance, if there is poor coordination between the human resources and finance departments, delays may occur in the recruitment and payment of staff, negatively impacting employee morale and productivity. Thus, while the functional structure enhances efficiency within specific departments, it requires strong interdepartmental coordination to ensure overall productivity.

The divisional structure, though less common in public sector organizations like the Ministry, offers a different approach by organizing the institution based on specific projects, programs, or geographic locations. In this structure, each division operates semi-autonomously, with its own set of functions such as human resources, finance, and program management. In the Ministry's context, a divisional structure could be adopted to manage various employment programs or regional offices across different parts of the state. This structure allows for greater flexibility and responsiveness, as each division can focus on its specific objectives without being constrained by the broader organization's bureaucratic processes (Mintzberg, 1979).

The divisional structure can enhance productivity by promoting accountability within each division. Since divisions are treated as semi-autonomous units, managers have more control over resources and decision-making processes, allowing them to respond more quickly to the needs of their respective regions or projects (Jones & George, 2017). However, the divisional structure also presents challenges, particularly in terms of resource duplication. Each division may require its own set of human resources, finance, and administrative staff, which can lead to inefficiencies if resources are not shared effectively across the organization. In the Ministry, this could result in the duplication of roles and responsibilities, thereby increasing operational costs and reducing overall productivity.

The matrix structure, which combines elements of both functional and divisional structures, offers a more flexible approach to organizing work within the Ministry. In a matrix structure, employees are assigned to both functional departments and specific projects or programs, allowing for greater collaboration and resource sharing across the organization (Robbins & Judge, 2017). This structure could be particularly useful in the Ministry, where cross-cutting initiatives such as youth employment programs require input from multiple departments. For instance, the human resources, finance, and program implementation departments could work together on a specific employment initiative, ensuring that resources are utilized efficiently and that employees are not confined to a single department.

The matrix structure enhances employee efficiency by promoting collaboration and reducing the rigid hierarchies typically associated with functional structures. Employees are encouraged to work across

departments and take on multiple roles, which can lead to increased innovation and problem-solving capabilities (Daft, 2016). However, the matrix structure also presents challenges, particularly in terms of reporting lines. Since employees report to both functional managers and project managers, there may be confusion over who has the final authority in decision-making processes. This can lead to delays in decision-making and reduce overall productivity if not managed effectively (Mintzberg, 1979).

In summary, the organizational structure within the Rivers State Ministry of Employment Generation and Empowerment plays a critical role in shaping employee efficiency and productivity. The functional structure promotes specialization and efficiency within departments but requires strong interdepartmental coordination to prevent silos. The divisional structure enhances flexibility and accountability but may result in resource duplication, while the matrix structure encourages collaboration and innovation but presents challenges in managing reporting lines. Understanding the strengths and weaknesses of each structure is essential for optimizing employee performance and achieving the Ministry's objectives.

## **2) Assessing How Organizational Structure Impacts Communication, Decision-Making, and Employee Job Satisfaction in the Ministry**

The organizational structure of the Rivers State Ministry of Employment Generation and Empowerment significantly influences communication, decision-making, and employee job satisfaction. Communication is the lifeblood of any organization, as it ensures that employees are informed about organizational goals, policies, and their specific roles in achieving these objectives. In a functional organizational structure like that of the Ministry, communication tends to follow a hierarchical, vertical pattern, with information flowing from top management down to lower-level employees (Robbins & Judge, 2017). This structure ensures that decisions made by senior officials are transmitted to all employees, maintaining consistency in the implementation of employment policies and programs.

However, the vertical nature of communication in a functional structure can lead to delays in information dissemination, particularly when lower-level employees need approval from higher-ups before taking action (Daft, 2016). This can be a significant challenge in the Ministry, where quick decision-making is often required to address employment-related issues in local communities. For instance, if field officers working on employment programs in rural areas need to wait for approval from senior management before implementing a new initiative, this could result in delays in service delivery and frustration among beneficiaries. Furthermore, the hierarchical communication style limits opportunities for feedback from lower-level employees, which could lead to missed opportunities for improving program delivery. Field officers and other frontline employees who work directly with beneficiaries may have valuable insights into the needs of local communities, but if they are not given the opportunity to communicate these insights to senior management, the effectiveness of employment programs may be compromised (Jones & George, 2017).

In terms of decision-making, the organizational structure of the Ministry plays a crucial role in determining how decisions are made and who is involved in the process. In a centralized functional structure like that of the Ministry, decision-making authority is often concentrated at the top, with senior officials responsible for making most strategic decisions. This can lead to a slower decision-making process, as decisions must pass through multiple layers of management before being implemented (Daft, 2016). While centralized decision-making helps maintain control and consistency across the organization, it also limits the ability of employees at lower levels to contribute to decision-making processes.

Decentralized structures, on the other hand, allow for greater employee involvement in decision-making, which can enhance job satisfaction by giving employees a sense of ownership over their work (Mullins, 2010). In the Ministry, decentralizing decision-making could empower employees at lower levels, such as field officers and program managers, to make decisions based on the specific needs of the communities they serve. This would not only enhance the responsiveness of the Ministry's programs but also improve job satisfaction by giving employees more autonomy and control over their work. When employees feel that their input is valued and that they have the authority to make decisions that impact their work, they are more likely to be motivated and committed to achieving organizational goals (Robbins & Judge, 2017).

Employee job satisfaction is closely tied to how well the organizational structure supports effective communication and inclusive decision-making processes. When employees have clear lines of communication and are involved in decision-making, they are more likely to feel engaged and satisfied with their work (Mullins, 2010). In public sector organizations like the Ministry, where employees are tasked with delivering essential services to the public, job satisfaction is particularly important. High levels of job satisfaction lead to increased motivation, lower turnover rates, and improved employee performance. Conversely, when communication is poor and decision-making is overly centralized, employees may feel disconnected from the organization's goals, leading to decreased job satisfaction and reduced productivity (Jones & George, 2017).

#### **Key Findings:**

1. The functional structure enhances employee efficiency through specialization, but it may create silos that hinder overall productivity due to poor interdepartmental coordination.
2. The matrix structure promotes collaboration and innovation across departments, but it introduces challenges in decision-making due to multiple reporting lines.

### **VII. RECOMMENDATIONS**

Based on the findings, the following actionable recommendations will be proposed to enhance employee performance in the Ministry:

1. To improve interdepartmental coordination within the functional structure, the Ministry should implement regular cross-departmental meetings and collaboration platforms that encourage communication and cooperation between different units.
2. To address the decision-making challenges in the matrix structure, the Ministry should clearly define reporting lines and decision-making authority to reduce confusion and ensure timely actions across projects and departments.

### **VIII. CONCLUSION**

In conclusion the organizational structures within the Rivers State Ministry of Employment Generation and Empowerment play a pivotal role in shaping employee efficiency, communication, decision-making, and job satisfaction. The functional structure offers specialization benefits but can lead to siloed departments if coordination is poor. The divisional structure provides flexibility but risks duplicating resources, while the matrix structure fosters collaboration, though it complicates reporting lines. Effective management of these structures can significantly enhance employee performance and organizational productivity. Ultimately, optimizing these frameworks is essential for meeting the Ministry's objectives and improving service delivery.

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