EFFECT OF ORGANISATIONAL STRUCTURE ON EMPLOYEE ATTITUDE AMONG SACHET WATER PRODUCING ENTERPRISES IN ILORIN METROPOLIS

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Abstract

The dynamic nature of business has resulted into the recognition of organisational structure in SMEs. The levels of employees' attitude has attracted the study examined the impact of organisational structure on employees' attitude in selected sachet water manufacturing companies in Ilorin Metropolis. The study administered 349 copies of questionnaire out of the population of 658 workers which were randomly selected among the sampled sachet water companies. The data were analysed using a standard multiple regression analysis and the study found out that R^2 value of 0.683 and 0.719 represent the level of significance for measures of employees attitude. The large values of R^2 indicated strong relationship between the organisational structure and employees attitude in the selected businesses. The study recommended that small businesses should encourage participation of workers in decision making to enhance their commitment and also, SMEs should do so by ensuring that a centralised source of information exist rather than relying on informal communication such as rumour, gossip and grapevine information.

Keywords: Employee Attitude, Employee Commitment, Organisational Structure, Small Businesses and Formalization.

Introduction

The dynamics of the business world have obviously positioned every Small and Medium Enterprise to create for themselves unique identities. These identities have mixtures of components which are unique and help to increase organisational effectiveness. This is one of the most important goals for almost all organizations (Al-Qatawneh, 2014). For an organisation to attain their goal, they create inner order and relations among the units that can be described as organisational structure. An organisational structure is mostly a hierarchical concept involving the subordination of entities that collaborate and contribute to the organisational culture. Organisations have a number of clustered entities. The structure of an organisation is usually set up in one that a variety of style depends on their

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objectives and ambiance. It determines the modes in which they operate. Organisational structure plays an important part in determining management effectiveness, and the practices of organisational structure are context specific (Zheng, Yang & McLean, 2010).

Therefore, in order to achieve an organisation's goals and objectives, the activities of an organisation have to be divided among its members. Structure represents a formalised framework within which organisation operates. It is by means of structure that the purpose and work of the organisation is carried out. An effective organisational performance is the outcome of a well structured organisation. As a result of this, a good organisational structure facilitates managerial issues, provides great potential for improving organisation's competitive power, innovation capability and labour force relations while lowering expenses (Chijindu, Alaye& Gideon, 2016). In order to increase an organisation's performance, a well structured organization allows for an effective allocation of responsibilities to different entities. An ordinary description of such entities is as branch, site, department, workgroup, and single people. Organisation structure is clearly important. In any organisation that is properly structured, there are likely to be fewer problem of task the distribution definition of authority and responsibility. Thus, managers need to understand the importance and effects of organisational structure and design.

According to Drucker (1999), the most significant way to determine organisational performance is through a correct design of structure. Different structures provide various strengths and weaknesses. It is, therefore, important to find a structure suitable for the desired outcome. A good organisation structure does not by itself produce good performance and also, a poor organisation structure makes good performance impossible. So, no matter how good the individual managers may be, there is the need for people in the organisation to organise their efforts. Hence, for enhanced organisational performance, it is vital to define the format for the allocation of work roles. This is to identify the members of the organization and establish the line of authority for integrating and co-coordinating activities. This can be attained via organisational structure because a structure provides the framework for the activities of the harmonise organisation and must the organisation's goals and objectives.

The dynamics of business have resulted into the recognition of the importance of organisational structure in SMEs. The levels of employee's attitude has attracted and have ignited a lot of discussions and arguments. Organisations have goals and

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objectives to achieve but as a result of improper structure, many organisations were unable to attain it. In recent times, business organisations in an attempt to adopt the best type of structure with the aim of attaining maximum performance have faced a lot of problems (Ann, Nwankwere, Orga, & Igwe, 2015).

Employees' attitude have been affected by a range of factors one; of these is the organisational structure of the business. The challenges that they face in their productivity and market share of businesses as a result of the nature of the organisational structure adopted. It has been observed that the problem of an organisation occurs from its internal functional structure. This may be as a result of weak cordial relationship between the superior and the subordinate staff. Previous researches revealed that most small businesses fail due to lack of adequate functional structure and this has negatively affected their productivity and market share. Although many small business organisations flaws have been related to inappropriate divisional structure chosen in order to reach a desired goal. Hence, the study examined the impact of organisational structure on employee commitment.

Literature Review

Concept of Organisation Structure

According to Abdulraheem (2014) an organisation is seen as two or more people working together in a coordinated manner to achieve common goals. Organisation is a system of co-operative activities involving two or more persons. It is essentially a matter of relationship of man to man, job to job and department to department. Organisation is the process of dividing activities among staff and purposefully arranging staff in group for the achievement of the organisation's common which are goals (Andrews, 2012).

Walton (1985) defined structure as the basis for organizing or creating hierarchical levels and spans of responsibilities, roles and positions, and mechanisms for integration and problem solving. Structure is the architecture of business competence, leadership, talent, functional relationships and arrangement (Rishipal, 2014). Thompson (2007) said that structure is the internal differentiation and patterning of relationships by which the organisation sets limits and boundaries for efficient performance by its members, by delimiting responsibilities, control over resources, and other matters. Kartz and Kahn (1978) said that structure is found in an interrelated set of events which return to complete and renew a cycle

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of activities. Also, Jackson and Morgan (1982) define structure as the relatively enduring allocation of work roles and administrative mechanisms that creates a pattern of interrelated work activities and allows the organisation to conduct, coordinate, and control its activities. Structure is the technique in which the organisation is differentiated and integrated (Mohammed & Saleh, 2013).

Thomas (2015) defines organisational structure as the prescribed pattern of work related behaviors that are deliberately established for the accomplishment of organisational goals. **Chijindu, Alaye and Gideon (2016)** defined organisational structure as how job tasks are formally divided and coordinated. It is the hierarchical relations among members of the organisation. Germain (2006) conceptualizes organisational structure as the way responsibility and power are allocated inside the organisation and work procedures are carried out by organisational members.

Employee Commitment

Commitment and engagement are closely related concepts. In fact, some people use the terms interchangeably or refer to engagement as an alternative. As defined by Ogbo, Chibueze, Christopher and Anthony (2015) commitment refers to attachment and loyalty. It is the relative strength of the individual's identification with and involvement in a particular organisation. It consists of three factors:

i. a strong desire to remain a member of the organisation.
ii. a strong belief in and acceptance of the values and goals of the organisation.
iii. a readiness to exert considerable effort on behalf of the organisation.

An alternative, although closely related definition of commitment, emphasises the importance of behaviour in creating commitment. As Nielson (2002) put it: Commitment is a state of being in which an individual becomes bound by his actions and noun believes to sustain his activities and his own involvement.' Three features of behaviour are important in binding individuals to their acts: the visibility of the acts, the extent to which the outcomes are irrevocable and the degree to which the person undertakes the action voluntarily. Commitment, according to Nielson, can be increased and harnessed 'to obtain support for organisational ends and interests' through such ploys as participation in decisions about actions.

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Commitment is a wider concept and it tends to be more stable over a period of time and less responsive to transitory aspects of an employee's job. Hence, the concept of job engagement, which is immediate. It is possible to be dissatisfied with a particular feature of a job while retaining a reasonably high level of commitment to the organisation as a whole. In relating commitment to motivation it is useful to distinguish, as Hamdan and Mohammad (2013) suggest three perspectives namely;

i. the goals towards which people aim. From this perspective, goals such as the good of the company, or effective performance at work, may provide a degree of motivation for some employees, who could be regarded as committed in so far as they feel they own the goals.
ii. the process by which goals and objectives at work are selected, which is quite distinct from the way in which commitment arises within individuals;
iii. the social process of motivating others to perform effectively. From this view point, strategies aimed at increasing motivation also affect commitment. It may be true to say that where commitment is present; motivation is likely to be strong, particularly, if effective performance is viewed as long term.

It is reasonable to believe that strong commitment to work is likely to result in conscientious and self-directed application to do the job, regular attendance, nominal supervision and a high level of effort. Commitment to the organisation will certainly be related to the intention to stay – in other words, loyalty to the company.

Job Satisfaction

Job satisfaction can be defined as how satisfied, pleased or contended an employee feels with his job. In addition, others believe it is whether employee like the job or the nature of such job he is doing or not. However, it takes more than just bumper pay or monetary rewards to keep an employee satisfied. There are other things employees rates. Among these arelike being accorded the desired respect at work, love, commendation, moral support when needed, and compassion by the management and so on. Most employees appreciate these above stated factors than just monetary rewards. Though Porter (1967), in his model of performance and job satisfaction, posits that if performance improves given improved and equitable reward system, job satisfaction will automatically increase. Among the factors that influence job satisfaction are achievement, recognition, organisational support, conducive work environment, work flexibility and so on.

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Theoretical Support

Several theories have been used by previous studies to relate organizational structure to employee attitude in different categories of organisations. Nonetheless, the duo of contingency theory and coordinating mechanisms theory are considered more appropriate. The contingency theorists claim that there are no one best way to organise a corporation to lead a company, or to make decisions. Instead, the optimal course of action is contingent (dependent) upon the internal and external situation. A contingent leader effectively applies its own style of leadership to the right situation. The contingency theory of organisational structure provides a major framework for the study of organisational design (Donaldson, 2001). It holds that the most effective organisational structural design is where the structure fits the contingencies. There are, however, several major challenges to it. Some of these are theoretical while some are empirical. However, some challenges lead to innovations in theory. Other challenges are accompanied by innovations in method. Both these theoretical and methodological innovations constitute opportunities for the contingency theory of organisational structure which in turn feed into the study of organisational design (Donaldson, 2006).

The theory of coordinating mechanisms was developed by (Mintzberg, 1979). In this model, he noted that there are fundamental ways in which organisations coordinate or should coordinate their work. These coordinating mechanisms are five in number and as such, they are: mutual adjustment, direct supervision, standardisation of work processes, standardisation of work outputs, and standardization of worker skills. These are considered as the most basic elements of structure, the glue that holds organisations together as a unit. The model added that from these, all else follows, including the structuring of organisations. He nevertheless, adds that these coordinating mechanisms tend to fall in a rough order. This means that, as organisational work develops to becoming more complicated, the favoured means of coordination tends to shift from mutual adjustment to direct supervision to standardization, preferably of work processes,

Empirical Review

Thomas (2016) conducted a study on the effects of organisational structure on job satisfaction in the Nigerian financial sector. The objective of the study was to examine organisational structure and job satisfaction in Nigerian leading Banks. The study adopted quantitative techniques through the use of questionnaire

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administered to 335 respondents who are staff of selected banks in Nigeria. Thomas's (2016) study found out that there is a positive correlation between organisational structure and components of job satisfaction via need for dominance, achievement and autonomy. The study recommends that organisations should design a suitable structure which must begin with some ideas of what the organisation is out to achieve (i.e. prime purpose of the organisation).

Similarly, Chijindu, Alaye and Gideon (2016) carry out a research on the evaluation of organisational structure on management effectiveness using Dangote Cement PLC, Gboko, Benue State as case study. The main objective of the study was to evaluate the relationship between organisational structure and effectiveness in Dangote Cement PLC Gboko, Benue State. Using a logit regression to analyse one hundred and fifty one copies of questionnaires, the study found out that line and staff organisational structure and product/market organisational structure are organisational structure adopted in the organisation, the correlation analysis result indicated that organisational structure has a strong positive effect on managerial effectiveness with correlation coefficient. Thus, organisation structure should be effectively designed for it provides the framework for the activities of the organisation, its competitive ability and should be harmonise with the organisation's goals and objectives.

Ochieng (2016) examine influence of organisational structure on project performance in Nairobi Kenya. The objective of the study was to determine the effect of organisational structure on project performance in Kenya. Using quantitative approach, the study found that that there was a significant relationship between Organisational structure and project performance, also that the respondents agreed that Organisational type influenced project performance to a very great extent. The study recommended that: top-notch decision-making processes involving all or most of the stakeholders be inculcated in all projects and programmes implemented by organisations; effective and efficient leadership must be shown in all project stages to provide the needed direction.

Methodology

The study adopted survey research which enabled the study to use questionnaire in eliciting information from the respondents. The population for this study covered the 658 staff of selected sachet Water Companies who are within the Bank of Industry definition of medium industry, by implication only organisations who hard staff between 51 to 500 and above and estimated assets size of 200 million Naira in

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Ilorin was considered for the study. As disclosed by the inspection record from Standard organisation of Nigeria annual inspection 2018 report in Kwara.

The sample size was determined using the monkey survey calculator online. Amugune (2014) posits that a good sample size is determined by level of precision, level of confidence or risk, degree of variability in the attributes being measured and external validity. In general, an increased sample size is associated with the decreased sampling error in a quantitative research. The larger the sample, the more likely the results are to represent the population. Based on this the sample of 349 were selected at 99% confidence level.

The study adopted probability sampling techniques; which is simple random sampling techniques. Simple random sampling, which is a type of probability sampling technique that enables an equal chance of selecting each unit from within a particular population when creating the sample was employed. The sampling methods are informed by the relative homogeneity of the population under study.

Research Instrument

The research instrument that was employed in this study is in the form of questionnaire which was developed to elicit information from respondents about their perception of the organisational structure. The questionnaire was designed to capture information relating to centralisation, stratification, formalisation, complexity, job satisfaction and employee attitudes.

Data for the study was collected through the administration of questionnaires. The questionnaire is designed based on two parts made up of questions pertaining to factors which led to employee commitment and the demographics of the respondents. The questionnaire is designed in such a way that respondents could easily indicate their responses by ticking their options from the list provided. This minimised the variability in responses and at the same time ensured comparability of responses.

In other to make the questionnaire interesting, unambiguous and easy to complete, the data collection instrument carried options to which respondents were asked to indicate their degree of agreement and disagreement. The Likert scale was used to capture this perception because of its simplicity to both respondents and the researcher (Schiffman & Kannll, 1988).

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Method of Data Analysis

Data was analysed using inferential and descriptive statistics. The descriptive statistics involves frequency table and percentages, while the inferential statistics involve standard multiple regression. The validation of research hypotheses was done using inferential statistics to establish if there is impact between the independent variable (Organisational Structure) and dependent variable (employee attitude) as provided in the hypotheses of this study.

The empirical model of the study was presented in Equations. The dependent variable is the employee attitude, which is measured using two variables; job satisfaction and employee commitment. There are four independent organisational structure variables which consist of centralization, formalization, stratification and participation in decision making. The complete empirical model is as follows:

ec. f(os)
ec=+ c+ f+3si+ p +u
ej=f(os)
ej=+ c+ f+3si+ p +u
where;
ec = employee commitment
ej employee job satisfaction
c = centralisation
f = formalisation
p = participation
s =stratification
=Constant term;
$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5,$ = coefficients of the variables
U = Error term

Data Analysis and Discussion of Findings

The distribution of the respondents by age indicates that 8.6% of the respondents were within the age of 20-25yrs, 14.3% were within 26-30yrs, 20.1% respondents were in between the ages 31-35yrs, 36-40yrs were within a percentage of 14.3%, 41-45yrs were within a percentage of 15.8%, 46-50yrs were within a percentage of 14.9% and 51 and above were within a percentage of 12%. This shows that majority

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of the respondent are within the age of 20-45 with a cumulative percentage of 73.1%. With this, the industry has a large number of young men and women who can participate actively in organisations activities. Also, 69.6% of the respondents were male representing 243 respondents and 30.4% were female representing 106 respondents. This shows that there are more male than female in the companies under study. Past researcher like Scarborough (2011) has indicated that a positive relationship between gender and organisational structure exist and concluded that male gender are more active in an organisation. The study also shares that has 4.3% of the respondent holds SSCE certificate in term of education level, 7.2% holds Diploma certificate, 47.3% were with BSC/HND qualification,35.8% were with Masters qualification and5.4% other qualification. This show that the industry has a large number of individual with higher education qualification in term of BSC/HND, and Masters degree. Educational level has been find to be one of the qualities or characteristics that enhances participation within an organisation (Kuratko, et al,1990).

Test of hypothesis I

Ho_1: organisational structure has no significant effect on job satisfaction among Small and medium enterprises in Ilorin Metropolis.

Table 1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.683[a]	.466	.465	1.166

Predictors: (Constant), job satisfaction

Sources: Authors' computation (2019)

From the regression analysis result shown in table 1, it was found that R square (0.466) and the standard error of estimate is (1.166). The large value of R square indicates a stronger relationship between the observed and predicted values of the variables, The R square value depicts that organisational structure affect employee attitude among the small businesses by (46.6%). This implies that the proportion of variation in the dependent variable is explained by the regression model. The value of R^2 (46.6%) indicated that the model properly fits the data. More so, the value of adjusted R (46. 5%) showed that the value of R^2 closely reflected the goodness of fit of the model in the population.

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Table 2 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig
1	Regression	410 890	1	410 890	302 148	000[b]
	Residual	470 524	346	1 360		
	Total	881 414	347			

a. Dependent Variable: job satisfaction

a. Predictors: (Constant), organisational structure

Sources: Authors' computation (2019)

The estimated F-value (302.148) as given in table 2 with significance value of 0.000, which is less than p-value of 0.05 ($p<0.05$) means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (job satisfaction). The implication of this test was that, as joint variables element, a particular explanatory variable element for instance experience sharing, as an element under organisational structure may not be significant to influence employee job satisfaction, but when it combines with other variables such as collaboration in the company, quick access to organisational information, they can jointly lead to change in organisational activities.

Table 3 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.660	.153		4.314	.000
	organisational structure	.750	.043	.683	17.382	.000

Dependent Variable: job satisfaction

Sources: Authors' computation (2019)

The dependent variable as shown in table 3, was job satisfaction. This was used as a yard stick to examine the effect of organisational structure on job satisfaction SMEs. The predictors is organisational structure, as depicted in table 3, it is obvious that there is a direct impact. This means an increase in efficiency in organisational structure activities can lead to increase in employee staff performance.

Decision Rule: As a result of the outcome, the Null Hypothesis (H_0) is rejected on the basis that the p-value is less 0.05. Hence, the alternative hypothesis is accepted, that is there is no significant relationship between organisational structure and employee commitment in Small and medium enterprises in Ilorin Metropolis is accepted.

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Test of hypothesis 2

Ho_1:organisational structure has no significant effect on employee commitment among Small and medium enterprises in Ilorin Metropolis.

This research hypothesis is analysed thus:

Table 4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.759[a]	.719	.718	.02026

a. Predictors: employee commitment

Sources: Researcher's computation (2019)

From the regression analysis result shown in table 4, it was found that R square 0.719 and the standard error of estimate is (0.02026). The large value of R square indicates a stronger effect of ornanisational structure on employee commitment. The R^2 value depicts that organisational structure affect employee attitude among the small businesses by 71.9%. This implies that the proportion of variation in the dependent variable is explained by the regression model. The value of R^2 (71.9%) indicated that the model properly fits the data. More so, the value of adjusted R (71.8%) showed that the value of R^2closely reflected the goodness of fit of the model in the population.

Table 5 ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	108.488	2	54.244	227.007	.000[b]
	Residual	9.549	216	.044		
	Total	118.037	218			

a. Dependent Variable: employee commitment
b. Predictors: (Constant), centralization, formalization, stratification and participation

Source: Authors' Computation (2019)

Table 5 presents the analysis of variance (ANOVA) which tests the significance or otherwise the fitted of the model. The F calculated is 227.007, while the F tabulated obtained from a statistical table at 0.05 level of significance is (3.04). Since the F-calculated 227.007 is greater than the table value of F (3.04), the null hypothesis

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that 'organisational structure does not have significant impact on employee attitude in Ilorin Metropolis' is rejected. It is thereby concluded that organisational structure has no significant effect on employee attitude in Small and medium enterprises in Ilorin Metropolis.

Table 6 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.257	.229		2.123	.009
	centralization	.313	.108	.415	4.082	.000
	Formalization	.365	.114	.325	3.201	.003
	Stratification	.289	.157	.310	2.342	.024
	Participation	.281	.114	.324	2.462	.019

a. Dependent Variable: employee commitment

Source: Authors' Computation, 2019

The table 6 presents the coefficient of the impact of organisational structure on employee attitude. The result shows that organisational structure has a positive effect on employee attitude. The positive impact of this variable is found to be statistically significant. This is evident from each of its probability value (Sig.) being less than 0.05 (i.e. 5% level of significance). A unit increase in components of organisational structure lead to 0.451 unit increase in employee attitude.

In the light of the above, find below a synopses of the findings of the study as highlighted below:

The test of hypothesis revealed the coefficient of determination R^2 values is 0.719. This implies that 72% variation in job satisfaction is explained by formalization within the organisation. The hypothesis was corroborated by the studies of (Hamdan & Mohammed, 2013 & Issa, 2014). This is consistent with the study of Hamdan and Mohammed (2013) in their work on the impact of organisational structure on knowledge management in the Jordanian Insurance Companies From the perspective of the supervisory leadership.

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Conclusion and Recommendations

The study concludes that organisational structure facilitates employee attitude which are measured by job satisfaction and employee commitment. These results imply that small business build communal relationships with the employees through centralization of the structure of the organisation. Equally, the study concludes that formalization within the businesses is essential in increasing the level of commitment among the workers. The study therefore recommends that the small businesses should consider the following:

The small businesses should encourage participation of workers in decision making to enhance their commitment by ensuring a centralized source of information. The small businesses should also ensure that the organisation has a well spelt out strata and line of command within the organisation. Also, there should be formalization of documents and correspondence to ensure that decision making processes are documented.

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