



**EFFECT OF ORGANIZATIONAL STRUCTURE ON PERFORMANCE OF
MANUFACTURING FIRMS IN SOUTH EAST NIGERIA**

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Abstract

The study was to evaluate the effect of organizational structure on performance of manufacturing firms in South East Nigeria. Specifically, objectives were to: ascertain the effect of the staff training on the product quality service of the manufacturing firms in South-East, Nigeria and examine the effect of employee adaption and flexibility on sales turnover of the manufacturing firms in South-East, Nigeria. The descriptive survey design was used for the study. Out of a population of 3242 staff, 344 staff was sampled. The sample size of 344 was chosen after applying the Freund and William's formula for the determination of adequate sample size. The sample size of 344 staff returned the questionnaire and accurately filled. That gave 100 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.89 which was also good. The hypotheses were analyzed using f-statistics (ANOVA) tool. The findings revealed that staff training has positive effect on the product quality service of the organization $F(95,n=344)= 29834.109$, $P<0.05$; and employment adaptation and flexibility has positive effect on sales turnover of the organization $F(95,n=344)= 67563.402$, $P<0.05$. The study concludes that the study concluded that organizational performance depends on the nature of organizational structure hence the management that focuses on the competences of staff by training will have positive effect on the product quality service of the organization and, adaptation and flexibility has positive effect on sales turnover of the organization. The study recommended that there must be training and development and there must be strategies put in place to effect training and development for any organization to move forward. In institutions or place of work, there is always training and development and adaption and flexibility should be in place to enable employees to put in their best and meet the needs of the situation or environment.

Keywords: Organizational Structure, Performance, Manufacturing Firms

Introduction

The organizational structure of, for example, a company is a system used to define its hierarchy. Each employee's position is identified, including their function and who they report to within the firm. It is the way in which a company or organization is organized, including the types of relationships that exist between the directors, managers and employees. The organizational structure, which may refer to the hierarchy of not just a business, but also any entity such as a charity, government department, agency or education establishment, is developed to establish how an entity operates and helps the organization in achieving its goals and objectives. The organizational structure outlines how activities including task allocation, supervision and coordination are directed towards its individual aims. It is also a 'viewing glass' or perspective through which employees may see their organization and its environment (Bock, 2013)

Nelson and Quick (2011) further posit that the organizations structure is meaningless unless supported by appropriate systems and a well-conceived culture. Martinelli, (2011) argues that the type of organization structure adopted by a firm will depend on the nature of the particular organization in question; in addition, the form which the organizational structure takes may be represented periodically by an organizational chart. Ajagbe, (2011) sees organizational structure as "how jobs tasks are formally divided, grouped, and coordinated" the nature of formalization is the degree to which the workers are provided with rules and procedures that deprive versus encourage creative, autonomous work and learning. In organizations with high formalization, there are explicit rules which are likely to obstruct the impulsiveness and the flexibility needed for growth. Centralization or rigid authority structure also creates a non-participatory environment that reduces communication, commitment and involvement with tasks among participants. It refers to hierarchical level that has authority to make decision. If decisions are delegated to the lower levels, the organization is decentralized, and if decision making power authority is set aside at the top level, it is centralized. Germain, (2008) considers the outcome of structure on the performance mediating supply chain management and found that formal structure has a positive effect on performance in stable environment and a negative effect is achieved in dynamic atmosphere. Organizational performance relates to how successfully an organised group of people with a particular purpose perform a function. Essentially, this is what we are speaking about when we refer to organisational performance and achievement of successful outcomes.

Statement of the problem

Organizational structure has an effect on individuals' attitudes and behaviors. It is influenced by the manager's personal preferences for ways of relating to subordinates and other managers, and ways of attacking problems. Organization structure refers to the arrangement of tasks, interrelations of various departments and levels of authorities to achieve co-operation of efforts, delegation of authority and effective communication along the scalar chain of command. Organizational structure is a system used to define a hierarchy within an organization. It identifies each job, its function and where it reports to within the organization. This structure is developed to establish how an organization operates and assists an organization in obtaining its goals to allow for future growth.

Manufacturing firms in South-East are faced with unequal growth. The observations from the firms show that a good number of companies are on a retarded growth, in some cases they go into closure, the manufacturing firms in South-East, Nigeria, have been suffering from challenges of growing, expanding their tentacles, maintaining a product quality, sales turnover, sustainable profit, reducing cost on staff and sustaining employee flexibility adaptation for the past twenty-five years.

As a result of this so many firms are no longer in existence. Based on this, the study looked at the effect of organizational structure on organizational performance of manufacturing firms in South East Nigeria.

1.3 The objective of the study

The main objective was to evaluate the effect of organizational structure on performance of manufacturing firms in South East Nigeria. Specifically, objectives were to:

- i.** Ascertain the effect of the staff training on the product quality service of the manufacturing firms in South-East, Nigeria.
- ii.** Examine the effect of employee adaptation and flexibility on sales turnover of the manufacturing firms in South-East, Nigeria.

1.4 Research Questions

- i.** What is the effect of the staff training on the product quality service of the manufacturing firms in South-East, Nigeria?
- ii.** What is the effect of employee adaptation and flexibility on sales turnover of the manufacturing firms in South-East, Nigeria?

1.5 Statement of Hypotheses

The alternate hypotheses guided the study

- i. Staff training has positive effect on the product quality service of the manufacturing firms in South-East, Nigeria.
- ii. Employee adaption and flexibility has positive effect on sales turnover of the manufacturing firms in South-East, Nigeria.

2.0 Review of related literature

2.1 Conceptual review

2.1.1. Concept of Organizational Structure

The term organizational structure refers to the formal configuration between individuals and groups regarding the allocation of tasks, responsibilities, and authority within the organization (Galbraith, 1987; Greeberg, 2011). The structure gives it the form to fulfill its function in the environment.

Hatch (1997: 161) argues "structure refers to the relationships among the parts of an organized whole in regards to organization theory, social structure specifically refers to relationships among people, positions, and organizational units, such as departments and divisions, to which they belong, The basic elements of organizational structure, first outlined by sociologist Max Weber, are hierarchy of authority, division of labour, and rules and procedures.

In an extensive overview of organizational structure and its many component parts, Robbins (1990) discusses ways many of those parts are related to one another and therefore affect organizational structure, He maintained that organization structure defines task allocation, reporting relationships, and formal coordination mechanisms in an organization, An organization's structure includes the three components of complexity, formalization, and centralization, Structural complexity refers to the extent to which there is differentiation, or a division of labour, in an organization, A complex structure has a greater need for communication across many departments horizontally or between many levels vertically, The more complex an organization is, the greater the need for effective communication, coordination, and control (Robbins, 1990). The level of formalization dictates the degree to which rules and procedures guide organizational behaviour. There exists a link between complexity and formalization, it has been found that, due to the skill of specialists in highly complex organizations, high complexity generally sets the tone for low formalization, A formalized structure includes many rules and procedures that dictate how organizational activities are to be carried out; therefore,

formalization generally tends to reduce the amount of communication in an organization due to the discouragement of innovation (Hatch, 1997), Centralization determines where the decision-making authority in the organization lies, Highly centralized decision-making leads the senior executive(s) to make judgments, In organizations that are less centralized, decision-making authority trickles down to lower levels, Highly complex organizations are generally more decentralized while organizations lower in job specialization require a central locus of control. Decentralized organizations require more communication and employee involvement (Robbins, 1990).

Structure encompasses three other dimensions that are present in an organization. Organizations may be mechanistic, organic, or bureaucratic, depending on their levels of complexity, centralization, and formalization. A mechanistic organization harbours a highly complex, formalized, and centralized environment where tasks are greatly specialized, workers receive little discretion through the presence of strict procedures, and decisions are made at the highest level of the organization. Organic environments, the opposite of mechanistic organizations, involve low complexity where jobs are generalized, informal settings give employees discretion in completing their tasks, and decentralized structures give employees power to make decisions. A bureaucracy, however, incorporates high levels of complexity and formalization while retaining decentralization. The bureaucratic organization is governed very closely by a set of rules and procedures. But employees at different levels are granted the ability to make decisions according to those rules.

Organizational structure can be viewed as the way responsibility and power are allocated inside the organization and work procedures are carried out by organizational members. For Thompson (1965), organizational structure is the organization's internal pattern of relationships, authority, and communication. Similarly, Goldhaber et al. (1984: 44) define organizational structure as "the network of relationships and roles existing throughout the organization".

Brown and Moberg (1980:91) argue that organisational structures are 'the prescribed patterns of work-related behaviour that are deliberately established for the accomplishment of organizational goals'. In their view, organizational structure is one of the most important factors in determining the success or failure for an organization to achieve its goals. Of critical importance to note is that, as much as Brown and Moberg realise the impact of changes in organization's political and administrative hierarchy, organizations' structures are regarded as key to ensuring their success.

2.1.2 Concept of organizational performance

The concept of organizational performance is the comparison of an organization's goals and objectives with its actual performance in three distinct areas-financial performance, market performance and shareholder value. Financial performance refers to an organizations result with regard to return on investment and return on assets. The market performance refers to a company's ability to set a price that returns a reasonable amount to suppliers. In addition, market performance refers to the ability to make and distribute their outputs in the most cost effective way and to set a price that returns a reasonable amount (Blount, 2014). Employee's performance is a rating system used in most corporations to determine the abilities and output of an employee. Performance is divided into five components: Planning, monitoring, developing, rating and rewarding. In the planning stage goals are set to help measure the employee's work time to see if they are able to maintain the goals set or reach new goals. Monitoring is the phase in which the goals are looked at to see how well one is doing to meet them. Performance evaluations are looked at for which employees to keep, if you were to get to the crux of the question. The one true meaning is that your evaluation on performance can lead to promotion, remaining in the same position, or termination based on what you did in your job (Rebecca, 2016).

Performance can be defined as long-term prosperity and power held by a company against its competitors. Moreover, associating the term sustainable directs attention to future performance, if performance is somehow seen as a last result (Vilain, 2003). The concept of sustainability is integrated into management and management accounting issues, making reference to the concept of value. Destruction or poor distributions of value are threats to business continuity. Integrated management control developments need to manage value through customer value management (or customer value), taking into account strategic factors (often external company). Moreover, the concept of sustainable performance is based on the idea that the client is one of the business partners (known as stakeholders) able to participate in the process of value creation.

2.1.3 The importance of cost on staffing

Staffing is one of the most essential functions for every organization. In fact, in the absence of a good staffing system no organization can exist for a long duration. Because in every organization all the resources like, money, material, machine etc. are utilized properly through man power. Hence it is too important that all the personnel (employees) in organization should appoint at the job according to their ability, talent, aptitude and specializations which can only be possible through a good staffing system. Thus, it is clear that staffing is too important for every

organization. Staffing also plays an important role in reducing cost of production. Because it helps in appointing right person at the right job, at the right, time so that no wastage and mistakes can be made by efficient personnel during the production of products. Hence, it is clear that it assists in reducing cost of production.

2.1.4 Concept of product-quality

Product quality means to incorporate features that have a capacity to meet consumer needs (wants) and gives customer satisfaction by improving products (goods) and making them free from any deficiencies or defects. "Product quality mainly depends on important factors like: The type of raw materials used for making a product. How well are various production-technologies implemented? Skill and experience of manpower that is involved in the production process. Availability of production-related overheads like power and water supply, transport, etc. (Gaurav, 2013)

2.1.5 The employee adaption and flexibility

Adaptability is the ability of an individual team or organization to adjust or change itself to best meet the needs of the situation or environment. So that if change occurs, an adaptable person or team will adjust and find how best to perform in the new situation themselves, as opposed to having to be retrained. Adaptable staff, particularly frontline staff can make all the difference to changing customer needs and the profitability of firms for example.

Flexibility at work is a necessity for employees and employers, alike. Streamlined workforces, shifts in technology and a changing market are just a few reasons why flexibility is the new norm for many organizations. While your company may not have a formal set of rules for a flexible workplace, there are many advantages to be gained by taking on a flexible attitude – and approach, when it comes to your job. Embracing change can expand your opportunities. Today's work environment is fluid. This means those employees who are able to adapt to shifting priorities are considered a valuable asset above and beyond their skills and experience. Being able to adjust to shifts in organizational dynamics is necessary today (Neil, 2013).

2.1.6 Concept of sales turnover

Sales turnover is the total amount of revenue generated by a business during the calculation period. The concept is useful for tracking sales levels on a trend line through multiple measurement periods, in order to spot meaningful changes in activity levels. The calculation period is usually one year. The revenue included in this calculation is from both cash sales and credit sales. The measurement can also be broken down by units sold, geographic region,

subsidiary, and so forth. Sales turnover is restricted to revenue generated from operations. Thus, it does not include gains from financial or other activities, such as interest income, gains on the sale of fixed assets, or the receipt of payments related to insurance claims.

The amount of sales turnover recognized by a business can vary, depending on whether it uses the accrual basis of accounting or the cash basis. Revenue is recorded under the accrual basis when units are shipped or services provided, whereas revenue is recorded under the cash basis when cash is received from customers (which usually delays recognition, except when there is a prepayment). A company may be tempted to report projected sales turnover based on an extension of historical sales. This is not wise, since revenue may change for a variety of unanticipated reasons, such as competitive pressure and changes in economic conditions. (Steven, 2013)

2.2 Theoretical Frame work

Contingency Theory guided the study

Contingency theory of (Pfeffer, 1982) informs the theory of organizational design by providing a comprehensive framework that relates variations in organizational design to variations in the situation of the organization (i.e., its contingencies). Contingency theory is a class of behavioral theory that claims that there is no best way to organize 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 their own style of leadership to the right situation. The early writers on organisational structure, such as Fayol (1914), Gulick (1937) and Urwick (1943), used their own practical experiences to formulate a body of principles that would be universally applicable to any work organisation irrespective of its context or purposes. These principles, usually called the classical theory, prescribe a structure where authority descends from the apex to the base, so that no subordinate receives instructions from more than one superior who, in turn, controls no more subordinates than he or she can effectively manage (Mooney and Reiley, 1939).

Where there is little deviation from the norm, mechanistic structures are able to set up efficient procedures for dealing with routine tasks. In an uncertain environment, these routine procedures are not able to cope with the high number of contingencies. A more organic structure is needed that is ready to deal with non-routine operations. According to contingency theory, both mechanistic and organic structures can be effective if they fit the irrespective environments. It is far too simple, however, to say that mechanistic structures work in certain environments and

organic structures work in uncertain environments. In the real world, both types of structures can be found operating successfully in a variety of environmental situations. Organisations are not designed; they will evolve over time, moving through many different environmental situations as they grow. The structure of organisations, therefore, is not based on a purely rational analysis of the present environmental circumstances but also on a multitude of precedents and traditions built up over the organisation's history. These organisational paradigms will be unique to each organisation and may well simply reflect the beliefs of the organisation's founder. One cannot assume, for example, that a mechanistic organisation suddenly faced with increasing uncertainty in their market will simply change their structure to a more organic form. It is important, therefore, to understand how each type of organisation reacts to changing environmental circumstances

Many different aspects of organizational structure, such as formalization, decentralization, division of labour, span of control, hierarchy of authority and divisionalization are each related to contingencies such as size and diversification. In theory terms, contingency theory is sociological functionalism, and is relevant to this study by explaining the existence of fits between structure and contingencies and their beneficial effects on organizational growth such that the type of structure instituted by firms and its key dimensions influences their performance in various ways.

2.3 Empirical Framework

Liu, & Hu (2014) Conducted a study on the Effects of Organizational Structure on Time-Based Performance: An Empirical Study in Chinese Automobile Industry in Wuhan, China. The study develops a research framework that examines relationships among various structural dimensions and time based performance in Chinese automobile industry and a contingency approach which is taken by examining the moderating effects of firm size. Six aspects of organizational structure are considered. They are number of layers in the hierarchy, locus of decision making, and nature of formalization, level of process, internal boundary and external boundary. Results show that those six dimensions of organizational structure have significant influence on time based performance. Subgroup analysis reveals that these main effects are, for the most part, not moderated by firm size.

Eliza (1991), Conducted a study on An Empirical Analysis of Organizational Structure and Financial Performance in the Restaurant Industry in China. It is generally believed that organizational effectiveness is primarily due to its structure. The selection of structure also determines whether a chosen strategy can be successfully implemented and achieve the desired

performance in an organization. However, there is a lack of empirical studies examining the relationship of structure and performance in the organization. None of these studies utilized the 'hard' measures of performance as a dependent variable. With this in mind, a nationwide study which examined the relationship of strategy, structure, and performance in the restaurant industry was conducted. The paper reports findings on the variables of structure and performance, where financial indicators of performance were used. Generally speaking, structure is found to have an impact on the performance in restaurant firms.

Malik Shahzad Shabbir (2014) conducted a study on Organizational Structure and Employee's Performance: A Study of Brewing Firms in Nigeria. 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; that technology has significant positive effect on the employee's performance of brewing firms; that internal and external boundaries 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.

Al-Qatawneh (2014) carried out a study on the Impact of Organizational Structure on Organizational Commitment: A Comparison between Public and Private Sector Firms in Jordan. The study aims to examine the impact of organizational structure on organizational commitment in public and private sectors firms in Jordan. Three main structural dimensions are included in the research: formalization, centralization (in the form of hierarchy of authority and participation), and standardization. 412 surveys were administrated to 23 public and private firms in Amman and a sample of 239 valid questionnaires were obtained. Results reveal that all structure dimensions are related to organizational commitment in both sectors, except the hierarchy of authority. Among the structure dimensions, formalization exhibits the largest

correlation with organizational commitment in public firms, whereas participation has the largest correlation with organizational commitment in private firms. Employee demographic has no impact on either structure dimensions or organizational commitment in either private or public sector. Furthermore, position in either private or public sector does not moderate the relationship between organizational structure and organizational commitment.

Behzad and Aboufazi (2013) 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 organization. The findings further reveal that the study can help the managers of the metal industry identify the weaknesses and the strengths of their organizational structure and the appearance of people's orientations and behavior toward the entrepreneurial activities.

Achcaucaou, Bernardo and Castan (2014) 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.

Olajide (2015) 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 place. Yet 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. A total of 335 questionnaires were administered randomly to selected banks out of 3711 officials of the leading banks. However, only 280 of the administered questionnaires were filled and returned and 259 of the questionnaires returned were found useful for data analysis. 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.

2.4 Methodology

The study was based on the effect of organizational structure on performance of manufacturing firms in South East Nigeria. The area of study comprised one manufacturing firms from each of the South-East states which include: Alo Aluminium Nnewi, Anambra state, Innoson plc Enugu, Glass industries, Aba Abia state and Nigeria bottling company, Owerri, Imo state. The study used the survey approach. The primary sources were personal interview and the administration of questionnaire to the management and staff of the manufacturing firms. Out of a population of 3242 staff, 344 staff was sampled. The sample size of 344 was chosen after applying the Freund and William's formula for the determination of adequate sample size. The sample size of 344 staff returned the questionnaire and accurately filled. That gave 100 percent response rate. The

validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.89 which was also good. The hypotheses were analyzed using f-statistics (ANOVA) tool.

4.0 Data presentation and analysis

Table 4.1 Response on the statement staff training effect the product quality service of the organization.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	85	25.4	25.4	25.4
Agree	144	43.1	43.1	68.6
Neutral	26	7.8	7.8	76.3
Disagree	14	4.2	4.2	80.5
Strongly disagree	65	19.5	19.5	100.0
Total	334	100.0	100.0	

Table 4.2.1 shows that 85 respondents out of three hundred and thirty-four representing 25 percent strongly agree, 144 respondents (43.1 percent) agree that staffing training effect the product quality service of the organization while 26 respondents (7.8 percent) were neutral, 14 respondents (4.2 percent) disagree and 65 respondents (19.5 percent) strongly disagree that staff training effect the product quality service of the organization.

Table 4.2 Response on the Statement Employment adaptation and Flexibility has effect on Sales Turnover Of the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	79	23.7	23.7	23.7
Agree	150	44.9	44.9	68.6
Neutral	33	9.9	9.9	78.4
Disagree	18	5.4	5.4	83.8
Strongly disagree	54	16.2	16.2	100.0
Total	334	100.0	100.0	

Table 4.2.2 shows that 79 respondents out of three hundred and thirty-four representing 23 percent strongly agree, 150 respondents (44.9 percent) agree that employment adaptation and Flexibility has effect on Sales Turnover Of the organization while 33 respondents (9.9 percent) were neutral, 18 respondents (5.4 percent) disagree and 54 respondents (16.2 percent) strongly disagree that employment adaptation and Flexibility has effect on Sales Turnover Of the organization.

Test of Hypotheses

Hypothesis One: Staff training has positive effect on the product quality service of the organization.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.999 ^a	.997	.997	.07188

a. Predictors: (Constant), TPO, QSR, TII, FOC

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	616.518	4	154.130	29834.109	.000 ^b
	Residual	1.700	329	.005		
	Total	618.218	333			

a. Dependent Variable: TEST

b. Predictors: (Constant), TPO, QSR, TII, FOC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.019	.012		1.563	.119
	TPO	.338	.013	.350	25.759	.000
	QSR	.426	.020	.434	21.047	.000
	TII	.280	.022	.272	12.545	.000
	FOC	-.048	.014	-.050	-3.459	.001

a. Dependent Variable: TEST

Where:

- TEST = The effect of staff training on product quality service of the organization
- TPO = The provision of quality skilled staff improves the organizational quality product
- QSR = Quality staff reduces waste in my organization
- TII = There is improvement of cost control with skilled staff in my organization
- FOC = Flow of communication with knowledgeable staff enhances product quality in my organisation

Statistical criteria {first order test}**Coefficient of multiple determinants {r²}**

The R² {R-Squared} which measures the overall goodness of fit of the entire regression, shows the value as .997 and adjusted to .997. This means that R² accounts for 99.7 percent approximately 100 percent. This indicates that the independent variables accounts for about 99.7 percent of the variation in the dependent variable. Which shows goodness of fit?

The student's t-test

The test is carried out, to check for the individual significance of the variables. Statistically, the t-statistics of the variables under consideration is interpreted based on the following statement of hypothesis.

H₀: The individual parameters are not significant.

H₁: The individual parameters are significant.

Decision Rule

If t-calculated > t-tabulated, we reject the null hypothesis {H₀} and accept the alternative hypothesis {H₁}, and if otherwise, we select the null hypothesis {H₀} and reject the alternative hypothesis {H₁}.

Level of significance = α at 5percent = $\frac{0.05}{2} = 0.025$

Degree of freedom: n-k

Where n: sample size.

K: Number of parameter.

334-4 = 330 = 2.326

The calculated value for t-test

Table 4.3 The t-test is summarized in the table below:

Variables	t-cal	t-tab	Remark
(Constant)	1.563	± 2.326	Significant
TPO	25.759	± 2.326	Significant
QSR	21.047	± 2.326	Significant
TII	12.545	± 2.326	Significant
FOC	-3.459	± 2.326	Significant

The t-statistics is used to test for individual significance of the estimated parameters. From the table above, we can infer that the following parameters were statistically significant, we now agree that the provision of quality skilled staff improves the organizational quality product; Quality staff reduces waste in the organization; there is improvement of cost control with skilled staff in my organization and that Flow of communication with knowledgeable staff enhances product quality in the organization

F-statistics (ANOVA)

The F-statistics is used to test for simultaneous significance of all the estimated parameters.

The hypothesis is stated;

$$H_0: \beta_1 = \beta_2 = \beta_3 = \beta_4$$

$$H_1: \beta_1 \neq \beta_2 \neq \beta_3 \neq \beta_4$$

Level of significance: α at 5 percent

$$\text{Degree of freedom: } \frac{N-1}{N-K} = \frac{4-1}{334-4} = (330, 3) = 2.7858$$

Decision Rule

If the f-calculated is greater than the f-tabulated {f-cal > f-tab} reject the null hypothesis {H0} that the overall estimate is not significant and if otherwise conclude that the overall estimate is statistically significant.

Decision

From the result, f-calculated {29834.109} is greater that the f-tabulated {2.7858}, that is, f-cal > f-tab. Hence, we reject the null hypothesis {H0} and accept alternate hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that staff training has positive effect on the product quality service of the organization.

Hypothesis Two: Employment adaptation and flexibility has positive effect on sales turnover of the organization.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.999 ^a	.998	.997	.06941

a. Predictors: (Constant) ,ERI, COO, COS, LSC

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	633.753	4	158.438	67563.402	.000 ^b
	Residual	.772	329	.002		
	Total	634.524	333			

a. Dependent Variable: TEOE

b. Predictors: (Constant), ERI, COO, COS, LSC.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.015	.011		-1.389	.166
	ERI	-.012	.010	-.012	-1.233	.219
	COO	.346	.023	.349	15.245	.000
	COS	.320	.017	.312	18.454	.000
	LSC	.348	.019	.356	18.519	.000

a. Dependent Variable: TEOE

Where

TEOE = The effect of employee adaptation and flexibility on sales turnover of the manufacturing companies

ERI = Employee remains in my organisation when there is change in administration

COO = Change on organisational skills retains workers in my organisation

COS = Change on salary due to hard times keeps workers at work in my workplace

LSC = Leadership style change affects workers in my organization.

Statistical criteria {first order test}

Coefficient of multiple determinants { r^2 }

The R^2 {R-Squared} which measures the overall goodness of fit of the entire regression, shows the value as .998 and adjusted to .997. This means that R^2 accounts for 99.8 percent approximately 100 percent. This indicates that the independent variables accounts for about 99.8 percent of the variation in the dependent variable. Which shows goodness of fit?

The student's t-test

The test is carried out, to check for the individual significance of the variables. Statistically, the t-statistics of the variables under consideration is interpreted based on the following statement of hypothesis.

H_0 : The individual parameters are not significant.

H_1 : The individual parameters are significant.

Decision Rule

If t -calculated $>$ t -tabulated, we reject the null hypothesis $\{H_0\}$ and accept the alternative hypothesis $\{H_1\}$, and if otherwise, we select the null hypothesis $\{H_0\}$ and reject the alternative hypothesis $\{H_1\}$.

Level of significance = α at 5percent = $\frac{0.05}{2} = 0.025$

Degree of freedom: $n-k$

Where n : sample size.

K : Number of parameter.

$334-4 = 330 = 2.326$

The calculated value for t-test:

Table 4.3 the t-test is summarized in the table below

Variables	t-cal	t-tab	Remark
(Constant)	-1.389	± 2.326	Significant
ERI	-1.233	± 2.326	Significant
COO	15.245	± 2.326	Significant
COS	18.454	± 2.326	Significant
LSC	18.519	± 2.326	Significant

The t-statistics is used to test for individual significance of the estimated parameters. From the table above, we can infer that the following parameters were statistically significant, we now agree that Employee remains in my organisation when there is change in administration; Change on organisational skills retains workers in my organization; Change on salary due to hard times keeps workers at work in my workplace and Leadership style change affects workers in my organization.

F-statistics (ANOVA)

The F-statistics is used to test for simultaneous significance of all the estimated parameters.

The hypothesis is stated;

$$H_0: \beta_1 = \beta_2 = \beta_3 = \beta_4$$

$$H_1: \beta_1 \neq \beta_2 \neq \beta_3 \neq \beta_4$$

Level of significance: α at 5 percent

$$\text{Degree of freedom: } \frac{N-1}{N-K} = \frac{4-1}{334-4} = (330, 3) = 2.7858$$

Decision Rule

If the f-calculated is greater than the f-tabulated {f-cal > f-tab} reject the null hypothesis {H₀} that the overall estimate is not significant and if otherwise conclude that the overall estimate is statistically significant.

Decision

From the result, f-calculated {67563.402} is greater than the f-tabulated {2.7858}, that is, f-cal > f-tab. Hence, we reject the null hypothesis {H₀} and accept alternate hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that employment adaptation and flexibility has positive effect on sales turnover of the organization.

Discussion of findings

The absence of a good staffing system no organization can exist for a long duration. Because in every organization all the resources like, money, material, machine etc. are utilized properly through man power. Hence it is too important that all the personnel (employees) in organization should appoint at the job according to their ability, talent, aptitude and specializations which can only be possible through a good staffing system. From the result, f-calculated {29834.109} is greater than the f-tabulated {2.7858}, that is, f-cal > f-tab. Hence, we reject the null hypothesis {H₀} and accept alternate hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude

from the analysis that staff training has positive effect on the product quality service of the organization.

From the result hypothesis two, f -calculated $\{67563.402\}$ is greater than the f -tabulated $\{2.7858\}$, that is, $f\text{-cal} > f\text{-tab}$. Hence, we reject the null hypothesis $\{H_0\}$ and accept alternate hypothesis which means that the overall estimate has a good fit which also implies that our independent variables are simultaneously significant. We now conclude from the analysis that employment adaptation and flexibility has positive effect on sales turnover of the organization. This was supported in the literature review by Olajide (2015), 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 place.

5. Conclusion

The study concluded that organizational performance depends on the nature of organizational structure hence the management that focuses on the competences of staff by training will have positive effect on the product quality service of the organization and, adaptation and flexibility has positive effect on sales turnover of the organization. As Nwachukwu (2014) puts it, any organization that lays little or no emphasis on training and development is encouraging the obsolescence of employees, encouraging inflexibility in the organization and appears not to recognize the changing environment in which it operates.

6. Recommendation

- i.** There must be training and development and there must be strategies put in place to effect training and development for any organization to move forward. In institutions or place of work, there is always training and development.
- ii.** Adaptation and flexibility should be in place to enable employees to put in their best and meet the needs of the situation or environment.

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