



**ANALYZING THE IMPACT OF STRUCTURAL DEPENDENCIES ON
ORGANIZATIONAL PERFORMANCE AND BUSINESS VALUE**

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ABSTRACT

When it comes to assessing the performance of an organisation, one of the most essential factors that must be considered is the structure of the company. In light of this, one might argue that it is the single most important factor in ensuring that the organisation is successful in accomplishing its goals. The goal of this research was to analyse the performance of the Property Administration Services Department (PAS) of a company that was based in the Rosherville Industrial Area of Delhi, India. The investigation was conducted with the intention of identifying how the organization's organisational structure impacted the performance of the PAS. A beneficial perspective on the ways in which a complex organisational structure effects the degree of job satisfaction experienced by workers and the overall performance of departments was the goal of the research. The study was designed to give this viewpoint. The research instrument was designed with the intention of determining the elements that have an impact on the composition of the organisational structure. The procedure of analyzing the data included the use of both descriptive and inferential statistical methods. It was shown in the conclusion that there is a connection between these specific components and the actual objective of the investigation. Instead of establishing a direct comparison between the analysis of performance and the impact that organisational structure has on it, the research endeavored to identify whether or not the participants were in accordance with the probability of adhering to the study's ideas and recommendations. This was done in order to determine whether or not the participants were in agreement with the study's findings.

Keywords: *organizational performance, business value,*

INTRODUCTION

In the context of an organisation, the human resource that is present inside the organisation is seen as one of the most significant assets that the company has. It is essential to have leadership and management procedures, as well as staff that are both effective and efficient, in order to ensure business alignment, and consequently, corporate responsibility and sustainability. This is done with the intention of ensuring that people are effective and aligned with the organization's primary objective. As a result of the use of suitable management systems, the organisational structure will be able to successfully fulfil the business objectives of the enterprise. In the same way, this is also true for departmental objectives, since the accomplishment of a single department has an immediate impact on or contributes to the overall performance of the whole organisation. An organisational structure of some form may be found in the vast majority of various types of organisations. It is theory that is responsible for the formation and basis of these structures. According to Maquire (2003), if a theory asserts that a certain organisational structure leads to success in a particular sort of organisation, then it ought to be successful in the majority of organisations that are similar to that organisation, if not all of them. The study was conducted with the intention of demonstrating how the organisational structure of an organisation may have an effect on the performance of the business.

Management Theory of Argyris

The idea of organisational learning and the impact it has on the growth, efficiency, and adaptability of a company are discussed here. Argyris' theories were centered on organisational communication, the immaturity/maturity continuum, single- and double-loop learning, and the implications of each on employee empowerment, motivation, and responsibility, according to Dininni (2017). Dininni went on to state that Argyris' thoughts were centred on these topics when he was interviewed. This indicates that Chris Argyris' concepts, which cover employee motivation, accountability, and empowerment, also touch on the behaviour of the individuals working inside the organisation in addition to the behaviour of the organisation as a whole. Chris Argyris said in an interview with Christensen (2008) that changing behaviour alone is not necessarily the answer. This is due to the fact that it is feasible to change behaviour while still sticking to the same theory. Changing the mental models that individuals use to rationalise their actions and motivate them to behave in certain ways is the key to success. Providing assistance to individuals in the process of transforming their accepted theories into theories that are now being used via the learning of new competences and guiding principles is complicated. Chris Argyris went on to argue that even while people are capable of thinking and doing, they really have the potential to be taught to understand the motivations behind every action they take. This basically argues that understanding the concept or thought underlying one's action is more important than just changing the habit itself in order to successfully change it. Due to the fact that they have an unrealistically narrow conception of learning as consisting only of "problem-solving," the majority of people focus their attention on locating and correcting errors that occur in the outer world. In spite of the fact that problem-solving is of the utmost importance, he said that

managers and staff people must also check in with themselves if they want learning to be retained.

It is vital for them to perform an in-depth analysis of their own activities, see the ways in which they often and inadvertently worsen the problems that the organisation is facing, and then make adjustments to their behaviour. Single-loop learning, on the other hand, deals with difficulties in a superficial and symptomatic way, and it does not address the fundamental problems that contribute to the failure of enterprises. This is in contrast to double-loop learning, which challenges basic assumptions. According to the hypothesis that was presented by Argyris, free communication within an organisation may be detrimental to learning and advancement if it is predicated on defensiveness, the denial of true difficulties, an unwillingness to tackle difficult topics, or a failure to evaluate one's own attitudes and contributions to the issue. All of these factors can be detrimental to the achievement of learning and advancement. Chris Argyris is of the opinion that in order for management to properly empower people, they must offer opportunities for personal growth in the same seven areas that children must develop as they get closer to reaching adulthood. For the purpose of achieving the desired results of employee empowerment, this is essential. The traits that are included in this category are self-awareness or self-control, equality or superiority, activity, independence, conduct, interests, and views. These are only few of the characteristics. According to Chris Argyris's management theory, workers are required to make a transition from a state of passivity to one of activity, from a dependence on external assistance to one of independence, from a small number of behaviours to a large number of behaviours, from shallow to deep interests, from short-term to long-term perspectives, from equality or superiority to subordination, and from a lack of self-awareness to self-awareness or self-control. Based on these assertions, it can be inferred that one of the ideas that may be used to enhance the performance of an organisation is the notion of organisational learning.

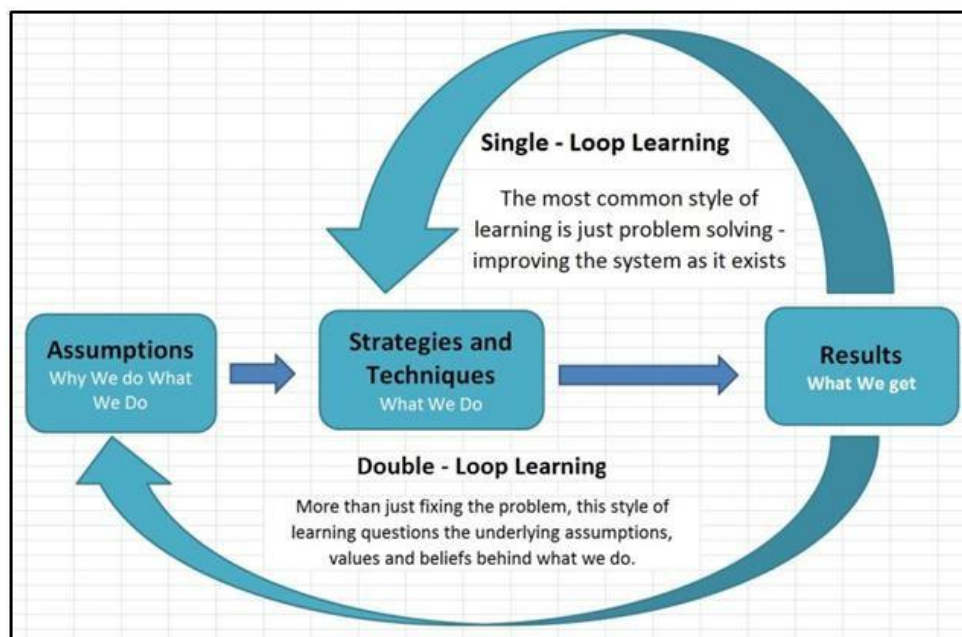


Figure-1. Organizational Learning.

The steps that Chris Argyris took in order to carry out his study on organisational learning are shown in Figure 1, which can be seen above. To do this, it was necessary to begin with the assumption that the organisation is aware of the underlying motivations behind its acts. Subsequently, the strategy and tactics that define the actual actions that the organisation is doing will be discussed. After that, the outcomes are the results that are achieved via the use of strategies and processes. Figure 1 depicts the link between organisational learning and single- and double-loop learning. This relationship is depicted graphically. The objective of single-loop learning is to identify answers to problems that arise or to correct errors that are discovered in the effects that were not meant to be produced by the strategies that were used. The second kind of learning, which is referred to as double-loop learning, is centered on the analysis of the whole chain of reasoning. This chain of reasoning encompasses everything from the assumptions, principles, or beliefs that are held by the organisation to the tactics that are utilised to guarantee that the intended outcomes are achieved. When it comes to goals, effective managers have impersonal attitudes that are ingrained in the history and culture of the organisation. On the other hand, leaders are proactive rather than reactive, coming up with ideas and taking a personal approach to achieving goals. Leaders are able to function in high-risk scenarios and are prepared to pursue risk when the appropriate opportunity presents itself. Managers, on the other hand, see work as an enabling process that consists of a mix of people and ideas interacting to develop plans and make choices. Additionally, leaders are more inclined to expose themselves to danger when the chance presents itself. The conclusion that can be derived from this is that managers within an organisation are more likely to utilise the single-loop learning strategy as opposed to leaders, who are more likely to resort to the double-loop learning approach. This is because managers are more accountable for their own development. In accordance with Argyris (1973), organisations are established when the objectives of a person are too complex for that individual to accomplish on their own. Chris Argyris discusses a number of topics, one of which being the motivation that drives the actions of workers. According to his perspective, "employees create the organization's energy and they do that to pursue personal gain." They have a connection between their needs and this gain (Argyris, 1973). The single- and double-loop learning strategies have the potential to improve an organisation, as stated by the Argyris hypothesis.

OBJECTIVES

1. To study organizational performance and business value
2. To study business value are influenced by structural dependencies

RESEARCH METHODOLOGY

The objective of this research project is to investigate and assess the intricate relationship that exists between the structural dependencies of an organisation and the consequences that these dependencies have on the value of the company and the performance of the organisation. Interdepartmental links, communication pathways, and organisational structures are some of the components that are included in structural dependencies. Other components include interdepartmental linkages. In order for businesses to enhance their overall efficiency and the

amount of value they generate, it is very necessary for them to have a solid understanding of the ways in which these dependencies influence key performance indicators (KPIs). The research employs a mixed-methods approach, which includes empirical research, case studies, and data analysis, with the goal of identifying patterns and connections in the data. On the other hand, quantitative data will be acquired via the use of surveys and indicators of the firm, while qualitative insights will be gathered through in-depth case studies of a variety of organisations.

The objective of this study is to investigate the ways in which structural dependencies have an effect on several aspects, including creativity, cooperation, and productivity. The objective of this study is to establish connections between the structural dependencies of an organisation and the metrics that measure its performance. The goal is to provide businesses that are working to enhance their internal structures with information that will be of use to them. The findings are meant to give decision-makers and organisational leaders with practical recommendations about the strategic design and management of structural dependencies. This is done with the goal of fostering an organisational climate that is more flexible and values-driven. In the end, the purpose of the study is to contribute to the ongoing discussion on the performance of organisations and to provide the framework for more research activities in this field. In the course of this investigation, the organisational structure of the department was taken into account as an independent variable, and the performance of the department was taken into consideration as a dependent variable. Taking this into consideration, it is essential for the study to come at conclusions on the manner in which the organisational structure effects performance inside the company. These results may or may not be directly caused by the organisational structure. During the course of the investigation, a comparison was conducted between the performance of the existing organisational structure and that of a potentially more efficient organisational structure that might potentially lead to increased performance.

For this study, a quantitative research methodology was used, and the information obtained from the questionnaire was analysed. Due to the fact that the questions in the survey were designed to elicit specific responses from respondents for each topic or statement, this was done. A positivist research strategy was therefore the appropriate research strategy to use, as stated by Cohen and Crabtree (2006). This is because the positivist paradigm is founded on the theoretical belief that there is an objective reality that can be known by the researcher provided that the researcher uses the appropriate methods and applies them correctly. As a result of this, a positivist research strategy was the appropriate research strategy to use. The researcher used an objective approach, focusing instead on the findings that were produced from the data that was gathered, rather than making any effort to influence the conclusion in any specific manner with regard to the outcome. The audience that was supposed to hear this was each and every member of the PAS staff. The use of a census approach was used in order to get the maximum response rate that was feasible. In all, there were 250 individuals working in the PAS Department who were asked to take part in the activity that was being studied. This featured members of the staff who held a variety of positions within the department and had varying degrees of expertise in their respective fields. In this study, a

conventional random sampling strategy was paired with an approach that used probability sampling. $N = 250$ is the total number of people that participated in the sample, and $n = 250$ is the numerical value that reflects the whole population that is being targeted. There were a total of twenty-five individuals that participated in the pilot study.

DATA ANALYSIS

The instrument for collecting data consisted of four distinct sections. The data pertaining to the demographics were included in Section A, which was then followed by Sections B and D, which examined the topics of job satisfaction, the effect of organisational structure on departmental performance, and organisational methods for streamlining departmental performance. The following techniques are used to identify the participants, as shown in Table 1:

Table-1. Participant Identification is required.

Participant Identification is required.		
Placement	Level	Participants' Codes
Manager	Management	PMP 1
Administration HOD's	Management	AMP 1 to 4
Engineering/Maintenance HOD's	Management	EMP 1 to 5
General Work HODs	Management	GMP 1 to 3
Technical/Skilled	Supervision	TSP 1 to 21
Non-Technical/Semi-skilled	Employees	NEP 1 to 216

A representation of the information that was obtained was made available in the form of pie charts, which may be seen below in Figure 2. The participants' qualifications, gender, age, race, and length of service with the department and organisation were among the factors that were taken into consideration. Additionally, the number of years they had been employed at their current positions was also taken into consideration.

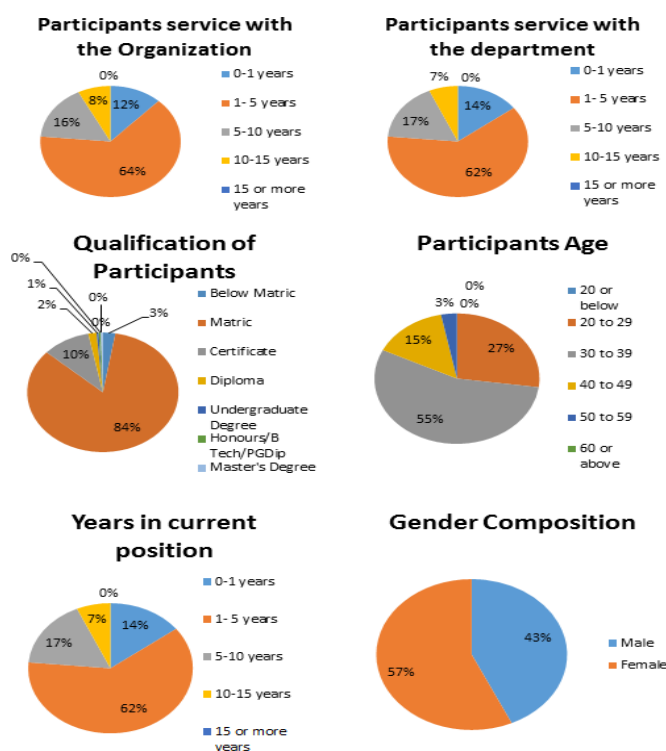


Figure-2. Data representation as pie charts.

Sixty-four percent of the individuals who took part in the study had been employed by the organisation for a period of one to five years, sixty-two percent had been employed in the department that was the subject of the inquiry for a period of one to five years, and sixty-two percent had been in their present position for a period of one to five years. Moreover, 84 percent of the participants had just finished their high school education, 43 percent of them were male, 57 percent were female, and 91 percent were of black African origin.

Specific Analysis

Because the core data did not immediately connect with the variables that were chosen for the investigation, the results of the study were not immediately determined. particularised analysis was performed on the core data that was gathered in order to arrive at results.

Job Satisfaction

When it came to the section on job satisfaction, the major objective was to measure the level of satisfaction that participants had with their jobs in order to determine their overall emotion. Participants were given copies of the statements that were circulated. In response to each question, the participants were given the instruction to indicate whether they strongly disagreed, disagreed, did not know, or agreed with the statement. Presented in Figure 3 are the responses received from the participants.

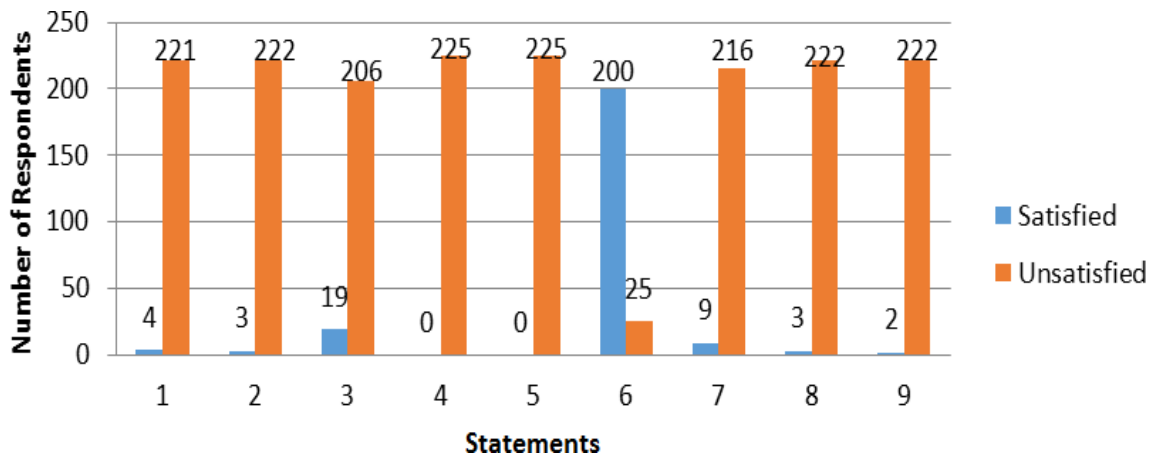


Figure 3 satisfaction with one's job survey.

The statements that were given to the participants and the replies that they offered made it clearly clear that the great majority of them (88.14%) expressed unhappiness with either their job or the circumstances that they were experiencing at the time. This was made clear by the fact that the participants submitted responses. We used the replies to each statement, some of which offered a favourable scenario and others of which supplied a bad circumstance, to evaluate the connection between the underlying work satisfaction of each statement and the respondents' agreement or disagreement with the assertions. Some of the responses presented a positive circumstance, while others gave a negative circumstance. It was revealed that the majority of respondents did not agree with the bulk of the assertions that were made, which may be regarded as a low degree of satisfaction with their work.

Efficiency and contentment in one's work environment are connected. There is evidence that there is a clear association between work satisfaction among employees and the success of the organisation, according to study that was carried out by Bakotic in the year 2016. Bakotic (2016) asserts that it is more appropriate to state that the level of pleasure one has in their job has a significant impact on the success of an organisation, rather than the other way around. According to the conclusions of the research, performance is likely to be favourably influenced by 11.86% of participants, while 88.14% of participants are likely to have a negative effect on it. This is because just 11.86% of participants indicated that they are pleased with their employment when they were questioned about work satisfaction. Based on the results of the case study done by Awan and Asghar (2014), it was determined that there is, in general, a correlation between work satisfaction and performance. In spite of the fact that there is no direct association between participant performance and happiness at work, it is possible to draw the conclusion that a sizeable proportion of participants (88.14%) indicated discontent with their professions, which most likely contributed adversely to the performance of the department.

Performance Effects of Organisational Structure

Figure 4 illustrates the influence that organisational structure has on performance on the following:

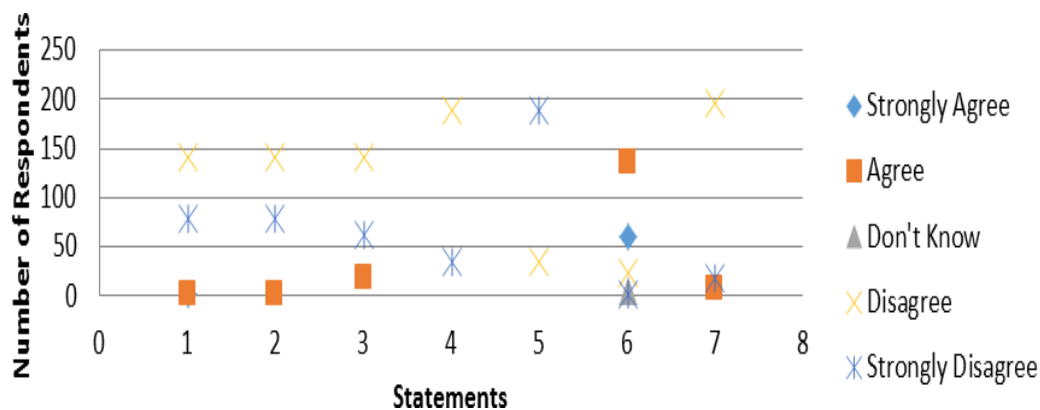


Figure4. An examination of the impact of organisational structure on the performance of departments

As can be seen in the figure that follows, a sizeable proportion of respondents, specifically 85 percent, indicated that they disagreed or strongly disagreed with statements that were designed to determine their opinions on the ways in which the organisational structure influences the performance of departments. This is a significant proportion of respondents. The findings of the study that was carried out by Maduenyi and colleagues (2015) suggest that the hierarchical structure of an organisation has an impact on the overall performance of the company. In addition, the study revealed that the structure of an organisation has a significant impact on the performance of the company. This was one of the findings that resulted from the investigation. In the event that a corporation has a well-developed organisational structure, it would be simple to identify any inadequacies that may possibly impede performance. It is because of the evidence that has been presented here. In this scenario, an effectively created organisational structure is one in which every member of the staff is aware of the activities that they are responsible for as well as the tasks that need to be completed by other workers, as well as how their actions impact the organisation as a whole.

PAS Organisational Structure Impact on Performance

This research study took into account two variables: organisational structure and performance. Their interaction was examined as part of the research study's analysis to see how the department's performance was affected by the present organisational structure. An organization's organisational structure has to be built in a way that makes it effective if it wants to decrease reaction times. According to Nahm et al. (2003), employees in this organisational structure oversee their own work autonomously. Reaction time is one of the characteristics that may influence performance. This evidence demonstrated that organisational systems with fewer levels in the hierarchy had quicker response times, which would result in improved performance. "Organisational performance is anchored around a multi-dimensional conceptualization related predominantly to stakeholders, heterogeneous market circumstances, and time," Richard et al. (2019) assert, as expressed in Hao et al. (2012). This assertion is supported by the fact that time is a factor in organisational

performance. It was Hao et al. (2012) who first developed the concept of organisational learning. The potential of an organisation to improve its performance via the accumulation of experience is what is meant by the term "organisational learning," as stated by Morales et al. (2007) and cited by Hao et al. (2012). It was stated by Sakalas and Venskus (2007), who were subsequently cited by Hao et al. (2012), that the structure of an organisation plays a significant part in the management of knowledge, and that learning organisations are not able to establish itself without the presence of proper organisational management structures. It has been shown that there is a correlation between organisational learning and performance, as stated by Hao et al. (2012), who cited Wong and Cheung (2008). Following that, they said that there is a correlation between performance and the many different types of organisational learning. In this particular piece of study, the organisational structure that was being investigated had a negative impact on operational efficiency.

Statistical Analysis

These computations were done to get the standard deviation, effect sizes, and confidence intervals. The results of the data were further divided into two independent groups throughout the computation process. There were two groups: group 2 was the unhappy group at work, and group 1 was the group that approved of the recommendations. Each group had unique qualities. Group 1 had a mean value of 203.4285714, a median of 225, and a mode of 225 after the mean values of the two groups were computed. Group 2's mean was 29.6875, with a mode of 0 and a median of 3.5. Even though this information was unrelated to the research being undertaken, the standard deviation was computed to show that the respondents did not all fall into the same group on the Likert scale as a consequence of their comments. Conversely, group 1's standard deviation was determined to be 59.2007, whilst group 2's standard deviation was discovered to be 66.756. Only the sample data that was utilised was taken into account for calculating the standard deviation. Figure 5 below shows a depiction of the data that was extrapolated from the mean value and standard deviation computation in order to calculate the effect sizes.

<i>Group 1</i>		<i>Group 2</i>	
Mean (<i>M</i>):	203.4285	Mean (<i>M</i>):	29.6875
Standard deviation (<i>s</i>):	59.2007	Standard deviation (<i>s</i>):	66.756
Sample size (<i>n</i>):	225	Sample size (<i>n</i>):	225

Figure-5. Numbers used in the impact size computations

Following the completion of the calculation, it was found that Cohen's d, Glass's delta, and Hedges' g looked like the following Table 2:

Table-2. Factors that determine the magnitude of the effect.

The Factors That Determine the Size of the Effect	Value
Cohen's d	2.753792
Glass's delta	2.934779
Hedges' g	2.753792

Cohen's d and Hedges' g were not taken into consideration in this particular case since the standard deviations of the two groups were different and the difference in sample size was not significant. This was the reason for the decision to overlook both of these variables. Glass's delta was taken into account as an alternative to the proposed solution. Taking into account the standard deviation, this indicates that there is a difference of 2.75379 between the two groups for the purpose of comparison. The fact that this just highlighted the difference in standard deviation between the two groups meant that it was not seen to be a significant issue. The two groups were the ones who contributed information for the descriptive analysis; however, it does not mean that they were the direct variables in this study; rather, they were the ones who contributed secondary data for the analysis that was finally carried out. Despite the fact that the averages were different, Glass's delta was estimated to imply that there was a relationship between groups 1 and 2.

This was so because the averages were different. This just demonstrates that if the same sampling procedure is used, there is a 95% likelihood that the difference in the means of the population would fall within that range. This is the case despite the fact that the confidence interval for the two groups was discovered to be between 162.05091 and 185.43109. During the process of doing inferential statistical analysis, a standard Confidence Interval was employed, and the t-distribution was utilised as well. It was necessary to compute the t-values in order to validate the mean values, and the mathportal calculating technique was used in order to accomplish this verification. The critical value was found to be 2.048, the number of degrees of freedom was found to be 28, and the t-value, which is a measure of the difference between the sample data and the null hypothesis, was found to be 7.4929. All of these values were determined by the examination of the data. The two different sets of data were used only for the purpose of reaching conclusions that were connected to the primary goal of the research.

CONCLUSION

It is abundantly evident that the organisational structure of the department is inefficient, despite the fact that there was no evidence of the actual performance measures that were carried out inside the department. It was shown that the inefficiency of the organisational structure was a factor that contributed to the poor levels of work satisfaction that were

reported by the persons who took part in the research study. As a consequence of this, it is plausible to state that the morale of the workers who are employed in the department is normally poor. Given that the organisational structure had a bad influence on the morale of the workforce, it is thus possible to arrive at the conclusion that, given that it had a negative impact on the performance of the department, it also had an accidentally negative impact on the performance of the department. This leads one to the conclusion that the existing organisational structure has a negative impact on the overall performance of the department. This is the conclusion that can be derived from this. It is possible to make an additional argument that the current organisational structure of the departments is having a negative impact on the performance of the organisation while taking into consideration the findings of the literature review, which indicate that the performance of individual departments has an influence on the overall performance of the organisation. Because it is difficult to quantify the effects of factors such as age, race, gender, education level, length of time held in current position, and length of time in the organisation on performance, it is only possible to make assumptions about the effects of various demographic profile elements on the performance of the organisation.

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