

ORGANISATIONAL STRUCTURE AND EMPLOYEE PERFORMANCE OF DEPOSIT MONEY BANKS IN ANYIGBA, DEKINA LGA, KOGI STATE

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ABSTRACT

The study examined the impact of organisational structure on employee performance in banks within Anyigba, Dekina LGA of Kogi State. Using a survey research design, all seven banks in Anyigba namely: Zenith Bank, First Bank, UBA, EcoBank, FCMB, Union Bank, and Access Bank were included. A random sample of 20 employees was selected from five of these banks, totalling 100 participants from different branches. Multiple regression analysis was used to evaluate the model and hypotheses. The results revealed that while hierarchical layers had a positive but insignificant effect on employee performance, departmentalisation had a significant positive effect. The study recommends that banks in Dekina LGA optimize their hierarchical structures to boost employee motivation, job satisfaction, and decision-making, and capitalize on departmentalization strategies to enhance specialization, accountability, and efficiency.

Keywords: Departmentalisation, Employee, Performance, Hierarchical, Organization and Structure

INTRODUCTION

Organisational structure denotes the systematic arrangement of individuals within an organisation, strategically placing them in positions of responsibility and authority to facilitate the attainment of organisational objectives. It is a vital element for the sustained success of any institution. Nonetheless, crafting a structure that aligns with a company's operational needs can be demanding, as organisational performance is often closely linked to the effectiveness of its structure (Blessing, 2021). In the modern, intensely competitive business environment, organisational structure has become a significant focus area owing to its role in fostering a competitive edge (Cantner et al., 2019). Furthermore, the structure affects the efficiency of internal communication and interaction among employees, thereby influencing both internal service delivery and customer satisfaction. Eze et al. (2017) liken an organisation to a living organism, underscoring that its structured components are interconnected and collectively form a cohesive whole.

The organisational structure defines the framework for roles, responsibilities, and relationships within an organisation, thereby shaping how employees function and collaborate. Hierarchical layers determine levels of authority and the flow of decision-making; however, excessive layering may lead to bureaucracy and delayed decision processes, which can adversely influence employee performance (Robbins & Coulter, 2017). Departmentalisation—the grouping of employees based on functions, products, tasks, or geographical areas—also impacts communication and cooperation within the organisation (Daft, 2016). Hence, maintaining an appropriate balance is necessary to avoid silos and communication breakdowns. Considering the substantial influence of organisational structure on workplace environment, employee interaction, and overall operational efficiency, this study seeks to examine the effect of organisational structure—specifically hierarchical layers and departmentalisation—on employee performance in banks situated in Anyigba, Dekina Local Government Area (LGA) of Kogi State.

The empirical review identifies a research gap concerning the impact of organisational structure on employee performance in banks within Anyigba, Dekina LGA, Kogi State. Although previous studies have provided useful perspectives, they largely focus on different sectors and geographical areas, thereby leaving this context underexplored. This gap underscores the necessity for a dedicated study to analyse how organisational structure influences employee performance in banks within Anyigba, addressing the region's unique dynamics and contributing

to existing literature. The main objective of this research is to investigate the effect of organisational structure on employee performance in banks in Anyigba, Dekina LGA of Kogi State. The specific objectives are to: (a) assess the effect of hierarchical layers on employee performance in banks in Anyigba, Dekina LGA, Kogi State, and (b) evaluate the effect of departmentalisation on employee performance in banks in Anyigba, Dekina LGA, Kogi State.

Based on the problem statement, the following research questions were developed: i) To what extent do hierarchical layers enhance employee performance in banks in Anyigba, Dekina LGA of Kogi State? ii) How does departmentalization improve employee performance in banks in Anyigba, Dekina LGA of Kogi State? To meet these objectives, the following hypotheses were formulated: Ho₁: Hierarchical layers have no significant effect on employee performance in banks in Anyigba, Dekina LGA, Kogi State, and Ho₂: Departmentalization has no significant effect on employee performance in banks in Anyigba, Dekina LGA, Kogi State.

REVIEW OF RELATED LITERATURE

Concept of Organisational Structure

Adams (2020) defines organisational structure as the formal framework that specifies authority relationships, communication pathways, and task distribution within a company, thereby shaping its efficiency and adaptability. Zhang and Liu (2021) describe it as the systematic arrangement of roles and responsibilities that directs how activities are coordinated and controlled to achieve organisational goals. According to Baker and Singh (2024), organisational structure functions as a blueprint that governs a firm's internal operations, influencing coordination, accountability, and the efficiency of workflows. Ekpenyong and Musa (2024) view it as the formal configuration of roles, procedures, and hierarchies within an organisation, established to enhance coordination and optimise the use of resources for achieving objectives. Omar and Adebayo (2023) highlight that organisational structure acts as the backbone of a business, guiding resource allocation and ensuring a clear line of authority from management to operational staff.

Martinez et al. (2023) consider it a mechanism for improving operational efficiency by segmenting a company into departments, functions, or teams dedicated to specific tasks. Chen (2023) defines organisational structure as the arrangement of responsibilities, communication, and authority, which greatly influences a firm's agility, decision-making, and competitiveness. Johnson and Kim (2022) explain that it serves as the framework through which organisations assign authority, define roles, and manage resources in line with their strategic objectives. Lee (2021) describes it as the hierarchical organisation of positions and departments within a firm, determining how decisions are made and how information flows. This study adopts Robbins' (2014) definition, which conceives organisational structure as a system that specifies the formal division, grouping, and coordination of job tasks within an organisation, serving as the managerial framework.

Hierarchical Layers

Kumar and Singh (2024) discovered that complex hierarchical systems often heighten job stress due to excessive bureaucracy and uncertainty in roles, whereas streamlined hierarchies tend to alleviate stress and enhance employee performance. Brown and O'Connor (2023) found that middle managers within hierarchical systems play a pivotal role in translating strategic objectives into practical outcomes, thereby improving employee performance by ensuring alignment across different organisational levels. Wang (2020) argued that intricate hierarchical layers adversely affect role clarity, leading to confusion and lower performance, while simplified structures promote clearer expectations and better outcomes. Lopez and García (2024) noted that organisations with flexible hierarchies, where employees can transition between roles, tend to foster innovation and adaptability, resulting in improved performance in dynamic contexts. Zhang and Mitchell (2021) observed that an excess of hierarchical layers can dampen employee motivation

due to the perceived disconnect between staff and top management. George (2023) emphasised the benefits of hierarchical network designs—such as efficient data management, scalability, and modular expansion—which render them more adaptable than alternative models. In this study, hierarchical structure is defined as an organisational design that segments the network into distinct layers to promote efficiency.

Departmentalisation

Departmentalisation refers to the process of structuring organisational activities into distinct departments based on specific criteria to enhance efficiency, coordination, and accountability (Marc & Herve, 2017). Chen and Yang (2023) argued that geographical departmentalisation segments organisations by region, allowing employees to concentrate on local customer requirements and thereby improving performance through closer market alignment. Moses and Adeola (2021) observed that departmentalisation boosts employee performance by encouraging specialised customer service, which enhances satisfaction and strengthens client relationships. Khan and Patel (2020) posited that dual reporting structures—where employees report to both functional and product managers—promote collaboration and improve performance by utilising diverse expertise. Adebayo and Eze (2021) stressed that combining multiple forms of departmentalisation, such as functional and geographical, enhances flexibility and enables organisations to adapt effectively to complex environments. In this study, departmentalisation is conceptualised as the division of organisational activities into distinct units or departments to improve efficiency and coordination.

Employee Performance

Adams (2021) defines employee performance as the ability of employees to meet or exceed job expectations whilst contributing to organisational goals, with emphasis on productivity, quality, and efficiency. Hassan and Udo (2024) describe it as the consistent fulfilment of job responsibilities in line with organisational standards, assessed through measures such as productivity, quality, and goal attainment. According to Iqbal (2023), employee performance refers to the extent to which employees utilise their skills and expertise to achieve organisational objectives, thereby influencing both individual and team outcomes. Jones and Peters (2022) regard it as the overall contribution of an employee to organisational success, encompassing task engagement, problem-solving ability, and adaptability to change. Baker and Johnson (2022) assert that employee performance reflects how effectively individuals discharge their duties while aligning with corporate objectives, which ultimately determines organisational success. Emeka et al. (2020) argue that employee performance arises from individual effort, competence, and behaviour in task execution, influencing productivity, quality, and innovation. Grant and Lewis (2022) conceptualise employee performance as a multidimensional construct that includes task, contextual, and adaptive performance, all of which are vital to organisational success. For the purpose of this study, employee performance is defined as the extent to which an employee demonstrates efficiency and effectiveness in achieving organisational objectives.

Theoretical Framework

This study is anchored on the General System Theory (GST), developed by Ludwig von Bertalanffy in 1950, which offers a holistic perspective for understanding organisations as complex systems composed of interrelated and interdependent components that function collectively to achieve shared objectives. The application of GST to the study of organisational structure in banks highlights the significance of clearly defined relationships, communication networks, and coordination mechanisms across hierarchical levels and departments. An effectively designed organisational structure within a bank promotes smooth information flow, minimises duplication of effort, and fosters synergy among employees, thereby enhancing operational performance and service delivery.

Two key criticisms of the General System Theory are its broad and abstract nature, which makes it challenging to apply specifically to distinct organisational settings, and its assumption that all subsystems within an organisation operate harmoniously towards a common goal. The relevance of GST to this study lies in its ability to illustrate the

interconnectedness between organisational structure and employee performance. As service-oriented institutions, banks rely heavily on collaboration among departments such as operations, customer service, credit, and risk management to deliver quality services. GST suggests that inefficiency or failure within any single subsystem can adversely affect the performance of the entire organisation.

Empirical Review

Nnadi and Uche (2024) explored the effect of organisational structure on employee performance in educational institutions. Their objectives were to examine the relationship between hierarchical and flat structures on teaching effectiveness and to analyse how administrative frameworks influence staff satisfaction. The researchers adopted a comparative design, using a sample of 200 faculty members from five universities. Employing a mixed-method approach, data were obtained through surveys and focus group discussions. The findings showed that flat organisational structures improved both teaching effectiveness and faculty satisfaction compared to traditional hierarchical models. The study recommended that educational institutions restructure to encourage more collaborative and participatory work environments. Nonetheless, the small sample size and focus on only five universities may limit the generalisability of the results.

Zhang and Li (2024) investigated the influence of departmentalisation on employee productivity in manufacturing firms. Their aim was to examine how process specialisation affects productivity and to identify bottlenecks within process departmentalisation. A quantitative research design was employed, involving 300 employees from five factories. Data were analysed using regression analysis and time–motion studies. The findings indicated that although process departmentalisation enhances productivity, poor coordination between departments reduces overall efficiency. The study recommended implementing lean management practices to address these bottlenecks. However, the research focused primarily on production efficiency and overlooked employee satisfaction.

Moses and Adeola (2024) examined the effect of hierarchical structures on employee performance within service industries. Their objectives included determining the relationship between hierarchical depth and service quality, and assessing how management layers influence employee engagement. The study employed a mixed-method design, using surveys and focus group discussions among 200 employees from various service organisations. Findings revealed that deeper hierarchical structures negatively affect service quality and employee engagement due to bureaucratic inefficiencies. The study suggested reducing hierarchical layers to enhance responsiveness and morale. Despite its comprehensive mixed-method approach, the study's concentration on a single geographical region limits its wider applicability.

Khan and Rahman (2023) analysed the relationship between organisational structure and employee performance in technology firms. Their objectives were to investigate how different structural forms influence productivity and to assess the impact of structural change on employee engagement. A cross-sectional research design was used with a sample of 300 employees from various technology firms. Quantitative surveys and regression analyses were applied to assess relationships. Results indicated that flat structures promote higher levels of productivity and engagement, whereas hierarchical structures hinder communication. The study recommended flatter organisational models to improve communication and engagement. However, the use of self-reported data may have introduced bias, and further qualitative inquiry was suggested for deeper understanding.

Chen and Yang (2023) examined the effects of departmentalisation on employee performance across different regions. Their objectives were to evaluate the influence of local customer focus on performance and to identify communication challenges between regional offices and headquarters. A mixed-method approach was adopted, involving 250 employees across five regions. Data were gathered through interviews and surveys. The results showed that geographical departmentalisation improves regional responsiveness but leads to communication challenges between

branches and headquarters. The study recommended that multinational firms use technology to enhance communication efficiency. However, it lacked emphasis on employee retention and motivation within geographically dispersed teams.

Adebayo and Eze (2023) studied the effect of hierarchical layers on employee morale and performance in public sector organisations. Their objectives were to determine how hierarchical complexity influences job satisfaction and to examine the relationship between hierarchical depth and turnover intentions. A cross-sectional survey involving 300 public-sector employees was undertaken. Using structural equation modelling, the findings showed that excessive hierarchical layering was associated with lower job satisfaction and higher turnover intentions. The researchers advised simplifying hierarchies and introducing feedback mechanisms to boost satisfaction and retention. The inclusion of qualitative data could have provided richer insights into employee experiences within such structures.

Nwankwo et al. (2022) investigated the impact of organisational structure on employee performance in selected commercial banks in Nigeria. The study aimed to examine the effects of formalisation, hierarchical layers, and departmentalisation on employee efficiency. Adopting a positivist research paradigm, data were gathered from 192 employees across Access Bank, Fidelity Bank, and Zenith Bank in Anambra State through random sampling. Using ANOVA in SPSS version 26, the findings showed that formalisation positively influenced employee commitment, hierarchical layers enhanced efficiency, and departmentalisation significantly improved service delivery. The study recommended that strategists and HR managers optimise organisational structures to strengthen commitment, efficiency, and service quality. However, its limited scope affected the generalisability of the outcomes.

Okpalaibekwe (2022) investigated the effect of organisational change on employee productivity in deposit money banks in Anambra State. Employing a descriptive survey design, the study used multiple regression to assess the predictive strength of independent variables at a 0.05 significance level. Results showed that organisational leadership significantly influenced employee commitment, whereas organisational culture had no positive impact on customer relationship quality. The study recommended balancing leadership and culture in change management to enhance employee and organisational productivity. However, its restriction to Anambra State limits the wider applicability of the findings.

Andrew (2021) analysed the effect of internal organisational factors on employee performance in Kenyan banks. The research followed a positivist philosophy combined with descriptive analysis, covering 29,081 employees in Tier-1 commercial banks, from which a sample of 396 respondents was drawn from 11 institutions. Data were collected via questionnaires and Google Forms, and analysed using quantitative techniques. Results revealed that organisational environment, structure, management support, and culture positively and significantly influenced employee performance. The study advised banks to adapt their structures to changing environments, foster awareness of corporate culture, involve employees in decision-making, and strengthen reward systems. Its focus on Tier-1 banks offered a broader, more representative sample that increased the validity of the findings.

Blessing (2021) examined the impact of organisational structure on employee performance at Zenith Bank Plc. The study adopted a descriptive survey design involving staff at all management levels across five branches in Ogun State. Data were collected through questionnaires and analysed using percentages, frequencies, and Spearman's correlation. A total of 110 respondents were selected based on Taro Yamane's formula. The findings indicated no significant relationships between job design and target setting, reporting systems and compensation, departmentalisation and target achievement, or authority distribution and job improvement. The study recommended conducting proper job analysis and design to enhance efficiency and profitability. However, it did not specify the period covered.

Okafor and Babalola (2021) explored the effect of departmentalisation on job satisfaction and performance in Nigerian SMEs. The study examined how functional departmentalisation influences job satisfaction and how departmental structure affects performance. Using a quantitative survey with structured questionnaires, the results revealed that effective departmentalisation improved job clarity and employee satisfaction, thereby enhancing overall performance. It was further noted that smaller, more flexible departments contributed positively to employee morale.

Nosike et al. (2021) analysed the relationship between organisational structure and employee performance in selected commercial banks in Anambra State. Adopting a survey research design, data were analysed using regression techniques with SPSS version 20.0 at a 5% significance level. Findings showed that both formalisation and the number of hierarchical layers had significant effects on employee performance. The study recommended that managers balance routine and varied tasks to maximise productivity. The focus on a single state, however, restricts the generalisability of the conclusions.

Obinna and Yusuf (2020) examined the effect of functional departmentalisation on employee productivity in Nigerian telecommunications firms. The study assessed the influence of departmentalisation on role clarity, communication, collaboration, and specialisation, using data from 200 employees across three major telecom firms. Findings indicated a positive relationship between departmental specialisation and employee performance, with productivity rising by 20% due to improved role clarity. The study recommended greater departmental specialisation to enhance productivity, although its narrow industry focus limited the scope of the results.

Joy et al. (2019) explored the relationship between organisational structure and employee performance in microfinance banks in Enugu State. Employing a survey design, data were gathered from 67 staff members across three microfinance banks, with a sample of 57 determined using Cochran's formula. Data analysis was performed using the Kruskal–Wallis test in Minitab 15.0. The findings demonstrated that organisational structure significantly affects employee performance. The study advised that employees receive orientation on structural principles to reduce resistance to directives and strengthen communication. The integration of qualitative and quantitative approaches enhanced the reliability of the results.

Gap in Literature

The empirical review highlights several studies that have examined the influence of organisational structure on employee performance across various contexts. Nonetheless, a notable research gap exists in relation to banks situated in Anyigba, within Dekina Local Government Area of Kogi State. Most previous research has concentrated on different sectors, regions, and countries, providing useful insights but failing to address this specific Nigerian setting. While variables such as formalisation, hierarchical layers, and departmentalisation have been widely explored, the unique socio-hierarchical and cultural characteristics of Anyigba have largely been overlooked. This lack of focused attention limits the relevance and applicability of findings from other contexts. Consequently, the identified research gap underscores the need for a targeted study investigating how organisational structure affects employee performance in banks operating in Anyigba, Dekina LGA of Kogi State, taking into account the distinct features of the area.

METHODOLOGY

This study adopts a survey research design, which is suitable for collecting data through a structured research instrument. The sample comprises twenty (20) staff members from each of five deposit money banks operating in Anyigba, within Dekina Local Government Area of Kogi State. The selected banks include Zenith Bank, First Bank, UBA, FCMB, and Access Bank. In total, one hundred (100) respondents were drawn from these five banks using random sampling techniques. Primary data were obtained through questionnaires administered to the selected participants, and the data were analysed using the Ordinary Least Squares (OLS) model.

Model Specification

The dependent variable is employee performance (EMPPER), and the independent variable is organizational structure, represented by hierarchical layers (HRL) and departmentalization (DEPT). To test all hypotheses, multiple regression analysis was applied to estimate the model, which is presented as follows:

$$EMPPER = f(HRL, DEPT)$$

$$EMPPER_{it} = \beta_0 + \beta_1HRL_i + \beta_2DEPT_i + e_i \dots\dots\dots (1)$$

Where:

EMPPER = Employee performance;

HRL = Hierarchical layer;

DEPT = Departmentalisation;

β_0 = a constant

$\beta_{1,2}$ = coefficients of independent variables;

e = Stochastic error term;

i = Firms;

f = Functional relationship.

DATA ANALYSIS AND DISCUSSION OF FINDINGS

Table 1: Model Summary

	R	R Square	Adjusted R Square	Std. Error of the estimate
1	.545*	.297	.275	5.02887

a. Predictors: (Constant), DEPT, FORM, HRL

Source: SPSS 23.0.

The adjusted R square value of 0.275 in Table 1 indicated that the components of the independent variable have a combined effect of approximately 28% on the dependent variable by the two independent variables - hierarchical layer and departmentalization.

Table 2 ANOVA (Analysis of Variance)

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	372.603	2	124.201	13.538	.000 ^b
	Residual	880.707	96	0.174		
	Total	1253.310	98			

a. Dependent Variable: EMPPER

b. Predictors: (Constant), DEPT, HRL

Source: SPSS 23.0 Version.

The F-Statistics value of 13.538 and the sign value of 0.000 in Table 2 signified that the model is fit and significant at a 1% level. This means that the result is good and admissible for decision-making.

Table 3: The Coefficients

Model		Unstandardises		Standardised		T	Sig .
		Coefficients		Coefficients			
		B	Std. Error	Beta			
1	(Constant)	13.340	2.110	6.321	0.000		
	HRL	-.080	.184	.077	4.33	.666	
	DEPT	.377	.142	.471	2.660	-.009	

DEPENDENT VARIABLE: EMPPER

Source: SPSS 23.0 Version

Test of Hypotheses

Table 3 shows that the hierarchical layer has an insignificant positive influence on employee performance, with a t-statistic of 0.433, a p-value of 0.666, and a coefficient of 0.077. Consequently, the null hypothesis stating that hierarchical layering does not have a significant effect on employee performance in selected banks within Dekina Local Government Area of Kogi State, Nigeria, is accepted.

In contrast, Table 3 indicates that departmentalisation exerts a significant positive effect on employee performance, with a t-statistic of 2.660, a p-value of 0.009, and a coefficient of 0.471. Based on this result, the null hypothesis asserting that departmentalisation does not significantly affect employee performance in the selected banks is rejected.

Discussion of Findings

The study revealed that hierarchical layering exerts an insignificant positive effect on employee performance in the selected banks in Dekina Local Government Area of Kogi State, Nigeria, with a coefficient of 0.077, a t-value of 0.433, and a p-value of 0.660. This implies that while hierarchical structures may contribute slightly to improved employee performance, their overall influence is limited. This finding corroborates the study by Musa and Adewale (2023) but contrasts with the conclusions of Nwankwo et al. (2022). The insignificant positive effect of hierarchical layering implies that having multiple layers of management does not strongly enhance employee performance.

The study also established that departmentalisation has a significant positive impact on employee performance in the selected banks in Dekina Local Government Area of Kogi State, Nigeria, with a p-value of 0.009, a t-value of 2.666, and a coefficient of 0.471. This demonstrates that departmentalisation substantially enhances employee performance. These findings are consistent with those of Okafor and Babalola (2021) and Obinna and Yusuf (2020) but differ from the conclusions reached by Blessing (2021). The significant positive effect of departmentalisation implies that structuring the organisation into distinct departments based on functions, tasks, or processes strongly enhances employee performance.

CONCLUSION AND RECOMMENDATIONS

This study concludes that lthough the presence of a defined hierarchy contributes marginally to coordination and supervision, it does not substantially enhance employee performance. The study concludes that the way organisational activities are structured into departments plays a more decisive role in enhancing performance than the number of hierarchical layers within the organisation.

Based on these findings, it is recommended that:

- i) Banks should promote participatory decision-making, where employees at lower levels contribute ideas and feedback. This approach enhances motivation, ownership, and performance, and
- ii) Banks should strengthen their departmental systems by clearly defining roles, responsibilities, and lines of authority to continue to achieve efficiency in employee performance.

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