
ORGANISATIONAL STRUCTURE AND FIRM PERFORMANCE: A STUDY OF A SELECTED BANK IN LAGOS, NIGERIA

Olayinka, Hammed O.

Department of Business Administration
Nnamdi Azikiwe University, Awka
Mail: ho.olayinka@unizik.edu.ng

Abdul-Hammed Adeola S.

Department of Business Administration
University of Lagos, Nigeria

Abstract

The study determined the organisational structure and firm performance with particular reference to United Bank for Africa in Lagos, Nigeria. Specifically, the research seeks to: identify the relationship between span of control and firm performance and assess the relationship between standardisation and firm performance. This study employed descriptive survey research design using a cross sectional survey method. The target population of this research consists of the entire employees of United Bank for Africa (UBA) headquarters, Marina, Lagos Island, Lagos. The sample size used for this study is 105. The random sampling technique was used to choose the participants. Simple percentage and frequency were used to analyse the data with the aid of Statistical Package for the Social Sciences (SPSS) Version 20.0. Pearson Product Moment Correlation Coefficient (PPMCC) was used to determine if there are significant relationships between exogenous and endogenous variables of hypotheses. The study found that there is a substantial association between span of control and firm performance, also that there is a substantial association between standardization and firm performance. Consequently, it is therefore recommended among others that specialization which facilitates division of work into units for efficient performance should be pursued in the banking industry, as this will assist in boosting performance of the bank as an organization.

Keywords: Span of control, Standardisation and Firm performance

INTRODUCTION

Organizational structure has received much attention in research and debate among managers and scholars worldwide. Leaders tasked with creating an organizational structure must make difficult choices (Ezejiolor and Ezekwesili, 2021). They have to choose between several different employment relationships and departmental structures. The first option concerns individual tasks, the second and third decisions concern departments or work groups, and the fourth decision concerns delegation of responsibility throughout the organization (Gibson, Ivancevich, Donnelly, & Konopaske, 2003). Many companies use the organizational structure as a control mechanism to influence the performance of employees, ensuring the successful and efficient performance of necessary tasks and contributing to the achievement of the company's goals (Al-Qatawneh, 2014).

In recent times, the topic of organisational structure and firm performance has drawn the attention of researchers in organisational behaviour. Organizations have goals and objectives to attain, and this can only be achieved through the worker's coordinated efforts in the organisation (Thomas, 2015). The structure of an organisation within which these goals and objectives are accomplished is very essential to the achievement of these goals (Jelenic, 2011). Organizational structure can be seen as the manner in which accountability and authority are assigned within the organisation and the organisational members conduct job processes (Jelenic, 2011).

In addition, the organisation's work must be split among its members in order to attain its goals and objectives (Lee & Choi, 2003; Migdadi, 2005). Some structure is vital to make it possible to perform important operations effectively and to promote personnel efforts; structure provides the organization's framework and leadership/management pattern. Organizational structure is a formalized framework within which leadership/management works (Lemon & Sahota, 2004). It is through the organizational structure that the organization's aim and work can be carried out.

On the other side, firm performance is a constant and flexible method involving executives and those who manage to act as partners in a structure that sets out how best they can function together to accomplish the necessary outcomes (Armstrong, 2006). The differences in opinions were mostly due to variations in the performance study criteria and norms taken, but despite these variations, most scientists express the performance through the extent of achievement in which the organisation achieves its goals.

The consequences of the opposition of employees to work are far-reaching. The persistence of the resistance of the workers created tensions between the workers and the organizations that claimed to represent them. In both revolutionary and reformist circumstances, persuasion and propaganda directed at persuading the employees to work harder was insufficient and complemented by force. Controlling span or leadership span is an organizational design dimension measured by the amount of subordinates reporting directly to the manager.

This notion impacts organizational design in a multitude of respects, including velocity of communication, motivation of employees, relationship reporting and administrative overhead. Management span was part of the historical debate on the most suitable organizational design and structure. The above variables among others contribute to inefficiency and ineffectiveness in the force. The aim of this research is to investigate organisational structure and firm performance with particular reference to United Bank for Africa in Lagos, Nigeria. Specifically, the research seeks to:

- i. identify the relationship between span of control and firm performance
- ii. assess the relationship between standardisation and firm performance

LITERATURE REVIEW

Organisational structure could be defined as a sanctioned network of interactions and relationships between roles, functions, occupants and means through which the management attempts to achieve organisational objective. Organizational structure basically comprises of distinct fields leading to many functions that are vital for the organisation and these tasks must be performed. Department is called the grouping of comparable task oriented abilities of individuals into units. It is the structure of the relationship authority that describes who is to report to whom. Structure adds to the effective execution of plans and resources to the functions to be accomplished by offering coordination mechanisms. A sound organizational structure allows employees to behave in the organization's general interest and thus improve performance. Al-Rasheed (2003) is of the view that the plan of works and jobs structures should not only take into consideration the nature of the work and the features of the personnel.

It must also be compatible with the management philosophy being pursued. The structuring of jobs must be matched by a suitable organisational system layout and a suitable management style. To attain its goals and objectives, an organization's work must be split among its employees. Some structures are essential to make possible. The effective performance of every activities and support the efforts of staff structure provide the framework of an organizational pattern of management. It is through structure that the organization's aim and work is carried out. The manager must know the significance and impacts of the structure and design of the organisation.

Structure describes tasks and duties, job roles and communication channels. Al-Qatawneh (2014) defined organisational structure as the quality of the connection between line managers and functional executives, this relationship is the result of both accordance with the rules and the capacity to work with the values behind them. If the relationship is good and high in confidence and regard, then both parties know each other's significance.

Line management knows that they will always press for more results, but must recognize that the functional roles are there to assist, create and reinforce the limits they should not cross. Structure provides an organization's framework and enables the management process to be applied.

An organization's structure impacts not only productivity and economic efficiency, but also its members' morals and job satisfaction. The general organizational effectiveness will be affected by both sound structural design and the behavior of individuals working within the framework.

The culture of an organization is a significant determinant of its structure. The omnipresent nature of culture in terms of both external influences and how things are done and common values, beliefs and attitudes will have a significant impact on organizational processes, including structural design. Watson (2006) suggests that we must be careful not to treat structures or cultures as if they were solid 'things' that exist separately from the processes and relationships that the two concepts are intended to help us make sense of the structure of work organisations that also involve broader context of social structures and cultures. Watson also refers to the familiarity and overlay of structures and culture. Many of the procedures and practices that we observe in an organisation can be said as easily as part of the organisation's structure.

Sablynski (2003) described organizational structure as "how job task are properly divided, grouped and coordinated". Al-Qatawneh (2014) describes "organisational structure may be regarded as the organisation's anatomy, offering a basis within which organisations operate".

Al-Qatawneh (2014) categorized the organizational structure into traditional hierarchical organization and great performance organization. High performance organization is called organic organization intended to produce the best in individuals and generate an outstanding ability to achieve high outcomes (Al-Qatawneh, 2014). Organic organisation relates to a vibrant organisation that is loosely governed and able to modulate size and operations based on altering external and internal requirements (Ledbetter, 2003).

The output-input ratio is used to measure productivity. It measures how a person, company or industry transforms input resources into goods and services. This metric measures the amount of output produced per unit of resource used (Kiraso, 2009). Quality is an attribute of products or services that indicates their ability to satisfy expressed or implied needs (Kinicki and Kreitner, 2007). It achieves ever better products and services at ever lower prices. According to Koufteros and Peng (2012), employee performance is better among happy and satisfied employees, and it is easy for management to motivate high achievers to achieve company goals.

One of the most important factors in management research and perhaps the most important indicator of organizational effectiveness is organizational effectiveness. The idea of organizational activity is widely used in the scientific literature; however, its definition is problematic due to its multiple definitions. As a result, there is no commonly agreed definition of this idea (Gavrea, Ilies, & Stegorean, 2011).

An empirical review

Ezejiolor and Ezekwesili (2021) investigated the effect of organizational structure on employee performance in pharmaceutical companies in Anambra State, Nigeria. The study was conducted using a descriptive survey. The study involves 346 employees of 20 pharmaceutical companies in Anambra State, Nigeria. Using the Borg and Gall (1973) formula, the sample size was calculated to be 67. Using SPSS version 20, the researchers used regression analysis to test the hypothesis. The results revealed that working conditions and formalization have a significant positive effect on the work results of the employees of the pharmaceutical company. Ogosi and Agbaeze (2018) studied the structure and performance of Nigerian banks. The M-shaped corporate structure theory was used to examine the effect of structure on the performance of five selected Nigerian banks over a period of eleven (11) years from 2005 to 2015. Correlation and regression test statistics were used to evaluate the panel data from bank statements and accounts. According to the results, all structural factors were positively related to performance. The research revealed that structural factors (bank departments/departments, bank branches) had a favorable and significant effect on the result, while the number of employees had a negative effect. Okafor, Kalu and Ozioma (2017) investigated the impact of organizational structure on the performance of some manufacturing firms in Enugu, Nigeria. The importance of structure for manufacturing firms, especially in the Nigerian pharmaceutical industry, has received little attention, especially in terms of empirical evidence. According to the study, structure had a significant impact on organizational effectiveness. The study notes that, in addition to the growth target, production is influenced by the organizational structure of companies in the pharmaceutical industry. A study by Salas-Fumas, Saenz-Royo, and Lozano-Rojo (2016) examined the sensitivity of group errors in the decision to accept a collection and the time needed to reach consensus on model parameters such as the economic value of an innovation, network, connectivity and the size and degree of social impact. Group consensus decisions have been found to reduce the possibility of trivial value allocation errors (adoption of value-destroying innovations), but the probability of no errors (rejecting value-creating errors) and time to agreement are sensitive exogenous parameters. Trade-offs: higher average connectivity of communication networks increases the probability of errors in deployment,

but reduces the time to reach consensus. Al-Qatawneh (2014) carried out a research to ascertain organization's structure proportional effect on organizational trust. They ascertained that formalization, standardization, hierarchy of authority, centralization and professionalism proportions had affected organizational trust and complexity, specialization, employees ratio and management ratio proportions didn't affect organizational trust in this company. Veisi (2012) in a study which conducted in Bank established that there is positive association between organic structure and participatory culture. Also there is substantial relationship between mechanical structure and bureaucratic culture. Azeem (2010) deliberated on the relationship between organizational structure and performance, specifically through organizational learning and innovation, based on proof from Austria and China. The results have revealed that in a hi-technology or knowledge concentrated industry, organizational structures affect organizational performance largely through innovation and organizational learning. But in traditional industry, such as labor or capital-intensive industry, organizational structure impacts organizational performance mostly through innovation. Kanten, Kanten, and Gurlekc (2015) survey the effects of organizational structures and learning organization on job embeddedness and individual adaptive performance. The study data were collected from 216 employees of hotel organisations by the survey approach were analysed using the structural equation modelling technique. It was discovered that organic organization structure has been revealed to have no exact effect on job embeddedness and individual adaptive performance. Auh and Menguc (2007) in a research which conducted in retirement organization in Iran, indicated that there is a substantial and negative association between complexity and communication effectiveness. Similarly this result is parallel to the connection between centralization and communication effectiveness. Gurianova and Mechtcheriakova (2015) examine organizational structures design of management according to development scheme of the enterprises. The study found that in organizational structure of one company elements of both bureaucratic and organic types of organizational structures of management have to meet.

METHODOLOGY

Research Design

This study employed primary data (questionnaire) for the research purpose. For this study, a descriptive survey research design was employed using a cross sectional survey method which aims to gain an insight into the connection between organisational structure and firm performance.

Population of the Study

The target population of this research consists of the entire employees of United Bank for Africa (UBA) headquarter, Marina, Lagos Island, Lagos, Nigeria which is made up of management, senior and junior staff estimated to be One Hundred and Forty-four (144). The study's target population consists of the entire employees irrespectively of their gender, length of experience with the bank, educational qualification, marital status, age, position and their job function.

Sampling Procedure and Sample Size

Having well-defined the population of interest, a sample of it was taken for the purpose of the study. The sample size used for this study is 105. The random sampling technique was used to choose the participants.

Research Instrument

Self-administered questionnaire was the instrument used for this research. Questionnaire was used as it ensures a high level of individual anonymity. The questionnaire was made of close-ended questions, sought to examine organisational structure and firm

performance in United Bank for Africa in Lagos State, Nigeria. Primary source of data were collected while secondary information were obtained from journals, textbooks and other related periodicals.

Method of Data Collection

There are basically two sources of information for research study. These are the primary and the secondary basis. Information from primary source is referred to as primary data. Subsequently, information from secondary source is called secondary data. The primary data are those that were acquired from the completed questionnaire, that is, from the original source. Secondary data are those obtained from journals, textbooks and other periodicals.

Method of Data Analysis

Based on the study issues, the completed questionnaire was gathered, serialized, coded and analysed sequentially. Tables were used to afford information to simplify analysis. Simple percentage and frequency were used to analyse the data with the aid of Statistical Package for the Social Sciences (SPSS) Version 20.0. Pearson Product Moment Correlation Coefficient (PPMCC) was used to determine if there are significant relationships between exogenous and endogenous variables of hypotheses.

DATA PRESENTATION AND ANALYSIS OF RESULTS

The study reveals administered questionnaire and rate of response, 105 questionnaires which is (100.0%) were duly completed and returned. The generalization of the outcome of this study was based on the retrieved/returned questionnaires (100%).

Table 1: Analysis of Span of Control

Variable		Frequency & Percentage (%)					Total	
		SA	A	U	D	SD		
1.	Little action can be taken until a supervisor approves a decision in my organisation	Freq	13	53	23	7	9	105
		%	12.4	50.5	21.9	6.7	8.6	100
2.	I am not allowed to take decision without approval of my supervisor in my organisation	Freq	21	38	14	17	15	105
		%	20.0	36.2	13.3	16.2	14.3	100
3.	Even small matters have to be referred to someone higher up for a final answer in my organisation	Freq	29	45	9	9	13	105
		%	27.6	42.9	8.6	8.6	12.4	100
4.	I have to ask my boss before I do almost anything in my organisation	Freq	23	36	9	24	13	105
		%	21.9	34.3	8.6	22.9	12.4	100

Source: Field Survey, 2023.

It was also observed in the analysis that 13(12.4%) % of the participants agreed strongly that little action can be taken until a supervisor approves a decision in their organisation, 53(50.5%) agreed, 23(21.9%) were undecided, 7(6.7%) disagreed while 9(8.6%) disagreed strongly. Based on the statement that they are not allowed to take decision without approval of their supervisor in their organization, 21(20.0%) of the participants agreed strongly, 38(36.2%) participants agreed, 14(13.3%) were undecided, 17(16.2%) participants disagreed while 15(14.3%) participants disagreed strongly. Furthermore, 29(27.6%) of the participants agreed strongly, 45(42.9%) participants agreed, 9(8.6%) were undecided, 9(8.6%) participants disagreed while 13(12.4%) participants disagreed strongly that even small matters have to be referred to someone higher up for a final answer in their organization. The analysis finally presents that 23(21.9%) of the participants agreed strongly that they have to

ask their boss before they do almost anything in their organisation, 36(34.3%) agreed, 9(8.6%) were undecided, 24(22.9%) disagreed while 13(12.4%) disagreed strongly.

Table 2: Analysis of Standardisation

Variable		Frequency & Percentage (%)						Total
		SA	A	U	D	SD		
1.	I feel that I am my own boss in most matters	Freq	74	21	3	3	4	105
		%	70.5	20.0	2.9	2.9	3.8	100
2.	I can make my own decision(s) without checking with anybody else	Freq	73	20	3	4	5	105
		%	69.5	19.0	2.9	3.8	4.8	100
3.	I am allowed to do almost everything as they please in my organisation	Freq	34	35	23	5	8	105
		%	32.4	33.3	21.9	4.8	7.6	100
4.	I am allowed to make my own rule(s) on the job	Freq	16	15	13	35	26	105
		%	15.2	14.3	12.4	33.3	24.8	100

Source: Field Survey, 2023.

The Table also illustrates that 74(70.5%) of the participants agreed strongly that they feel that they are their own boss in most matters, 21(20.0%) agreed, 3(2.9%) were undecided, 3(2.9%) disagreed while 4(3.8%) disagreed strongly. Furthermore, 73(69.5%) of the participants agreed strongly, 20(19.0%) respondents agreed, 3(2.9%) were undecided, 4(3.8%) respondents disagreed while 5(4.8%) participants disagreed strongly that they can make their own decision(s) without checking with anybody else.

Also, 34(32.4%) of the participants agreed strongly, 35(33.3%) respondents agreed, 23(21.9%) were undecided, 5(4.8%) respondents disagreed while 8(7.6%) participants disagreed strongly that they are allowed to do almost everything as they please in their organisation. The analysis finally presents that 16(15.2%) of the participants agreed strongly that they are allowed to make their own rule(s) on the job, 15(14.3%) agreed, 13(12.4%) were undecided, 35(33.3%) disagreed while 26(24.8%) disagreed strongly.

Table 3: Analysis of Firm Performance

Variable		Frequency & Percentage (%)						Total
		SA	A	U	D	SD		
1	My organisation is often the first to market new products and services	Freq	14	54	11	11	15	105
		%	13.3	51.4	10.5	10.5	14.3	100
2	Self-assessments of profitability is very important in my organisation	Freq	33	31	6	12	23	105
		%	31.4	29.5	5.7	11.4	21.9	100
3	The market share gained by my organisation is an indication of my firm's performance	Freq	38	41	6	10	10	105
		%	36.2	39.0	5.7	9.5	9.5	100
4	My firm's performance is as a result of sales growth rate	Freq	28	37	16	12	12	105
		%	26.7	35.2	15.2	11.4	11.4	100

Source: Field Survey, 2023.

Table 3 illustrates that 33(31.4%) of the participants agreed strongly, 31(29.5%) respondents agreed, 6(5.7%) were undecided, 12(11.4%) respondents disagreed while 23(21.9%) respondents disagreed strongly that self-assessments of profitability is very important in their organization.

Also, 38(36.2%) of the participants agreed strongly, 41(39.0%) respondents agreed, 6(5.7%) were undecided, 10(9.5%) respondents disagreed while 10(9.5%) respondents disagreed

strongly that the market share gained by their organisation is an indication of their firm's performance. The analysis finally presents that 28(26.7%) of the participants agreed strongly that their firm's performance is as a result of sales growth rate, 37(35.2%) agreed, 16(15.2%) were undecided, 12(11.4%) disagreed while 12(11.4%) disagreed strongly.

Test of Hypotheses

In testing the hypotheses developed in section one of this research, the gathered information was exposed to a statistical test, Product Pearson Moment correlation method test using SPSS software (v20.0) to determine whether there is any statistical relationship between the factors in each hypothesis.

Decision Rule

If the calculated value exceeds its critical value, the null hypothesis (H₀) will be rejected and the alternative hypothesis (H₁) accepted and vice versa accepted.

Hypothesis 1

H₀: There is no significant relationship between span of control and firm performance.

Table 4. Correlations Matrix For Hypothesis 1

		Span of Control	Firm Performance
Span of Control	Pearson Correlation	1	.917**
	Sig. (2-tailed)		.000
	N	105	105
Firm Performance	Pearson Correlation	.917**	1
	Sig. (2-tailed)	.000	
	N	105	105

** . Correlation is significant at the 0.01 level (2-tailed).

Interpretation of Results

Also table 4 reveals the Pearson correlation coefficient results, it is grasped that the correlation coefficient (r) is .917, this implies that the relationship that exists between span of control and firm performance is strong and positive, in addition the p value is 0.000, which is less than the critical value of 0.01, as such indicates that the relationship is significant, consequently the null hypothesis was dismissed while its alternative was established and this states that there is a substantial association between span of control and firm performance.

Hypothesis 2

H₀: There is no significant relationship between standardization and firm performance

Table 5. Correlations Matrix For Hypothesis 2

		Standardization	Firm Performance
Standardization	Pearson Correlation	1	.874**
	Sig. (2-tailed)		.000
	N	105	105
Firm Performance	Pearson Correlation	.874**	1
	Sig. (2-tailed)	.000	
	N	105	105

** . Correlation is significant at the 0.01 level (2-tailed).

Interpretation of Results

In addition table 5 displays the Pearson correlation coefficient results, it is observed that the correlation coefficient (r) is .874, this implies that the relationship that exist between standardization and firm performance is strong and positive, also the p value is 0.000, which is less than the critical value of 0.01, as such indicates that the relationship is significant,

hence the null hypothesis was dismissed while its alternative was established and this states that there is a substantial association between standardization and firm performance.

CONCLUSION

Based on findings from this research in the perspectives of the participants that the bank structure is used to achieve efficiency and effective performances. Also that, their bank structure enables better proficient and actual information flow and decision making. In addition that their bank's structure helps in increase of asset turnover, and that their bank relies on communal objectives for control and sideways co-ordination. Also, a statistical test showed that there is a noteworthy association between organizational structure and firm performance. Also, there is a weighty link between span of control and firm performance. Similarly, there is momentous bond between standardisation and firm performance. This finding is in accordance with Aghajani, Shoghi, Shafizadeh and Eisapour (2013), that there is a substantial connection between organizational structure and employee creativeness. Also, Thomas (2015) studied the impact of the organisational structure on job satisfaction in the economic industry in Nigeria; the empirical knowledge of leading major banks in Lagos State, Nigeria supported the findings that there is a positive connection between organisational structure and prime job satisfaction.

This research makes an important contribution toward understanding the effects of an organization's structure on firm performance in the Nigerian Banking systems. Findings from the current study generally support the overall relationships between organizational structure and firm performance. In addition, this study provided general information regarding various aspects of structure in an organization setting. This study also provided information regarding how structures influence the employees within them.

Although the findings of this study indicated that the aforementioned structures affect firm performance in organizations, other variables not being studied could have influenced the responses of the participants.

Based on the findings and conclusions from this study, it is therefore recommended that

- i. Specialization which facilitates division of work into units for efficient performance should be pursued in the banking industry. As this will assist in boosting performance of the bank as an organization.
- ii. Also that management of the banking sector should critically analyze the effectiveness and efficiency of the organization by ensuring proper structures are put in place and implemented with the aim of achieving set goals and improving firm performance.

REFERENCES

- Al-Qatawneh, M. I. (2014). *The Impact of Organisational Structure on Organizational Commitment: A Comparison between Public and Private Sector Firms in Jordan. European Journal of Business and Management, 6(12), 30-37*
- Bekawah, D. S., Miidom, D. F. & Ukoha, O. (2020). Organizational structure and business growth in manufacturing firms in Nigeria. *International Journal of Advanced Academic Research Social and Management Sciences. 6(5); ISSN: 2488-9849, (May 2020) 30*
- Barney, J. (2001). Is the Resource-Based View a Useful Perspective for Strategic Management Research? *Yes. Academy of Management Review, 26(1), 41-56.*
- Coase, R. (2000). Organizational structure and performance. *Journal of Management science 1(3). 59-68.*
- Cyert, H. (2000). Organizational form and environment: An analysis of between-form and within-form responses to environmental change. *Strategic management journal, 21(7), 753-773.*
- Ezejiolor, R. A. & Ezekwesili, T. P. (2021). Organizational structure and employee performance: evidence from pharmaceutical companies in Anambra state, Nigeria. *Innovations, Number 67 December 2021.*
- Gibson, Ivancevich, Donnelly and Konopaske, (2003). *Organizations: Behaviour, Structure, Processes, (14th Ed.). New York, NY: McGraw-Hill.*
- Ireland, R. D., Hitt, M. A., & Sirmon, D. G. (2003). A Model of Strategic Entrepreneurship: The Construct and its Dimensions. *Journal of Management, 29, 963-989*
- Ogosi, C. D. & Agbaeze, E.K. (2018). Structure and Organizational Performance in the Nigerian Banking System. *European Journal of Social Sciences. 56(1), ISSN 1450-2267; pp.37-48 www.europeanjournalofsocialsciences.com*
- Okafor, N.C., Kalu, A.E. & Ozioma, O.H. (2017). *Effect of Organizational Structure on Performance of Selected Manufacturing Companies in Enugu State Nigeria. The International Journal Of Business & Management, 5(5), 2-12.*
- Schilling, M.A. & Steensma, H.K. (2001). The use of modular organizational forms: An industry-level analysis. *Academy of Management Journal, 44; 1149-1168.*
- Thompson, K. and Lawrence, H. (2010) Organizational structure and firm performance. *Academy of Management Journal , 2 (1), 31-43*
- Ugwu, J. N., Onoh Nnadi, C. S. & Udeze, C. C.(2019). Organizational Structure and Employee's Performance in Selected Micro-Finance Banks in Enugu State, Nigeria. *International Digital Organization for Scientific Research ISSN: 2550-7966 Idosr Journal Of Humanities And Social Sciences 4(1): 38-52,.*
- Agbim, K. C. (2013). The impact of organizational structure and leadership styles on innovation. *IOSR Journal of Business and Management. (IOSR-JBM).6(6), 56-63.*
- Naude, M. (2021). Sustainable development and organizational learning: mutually supportive? *International Journal of Business and Management Studies. 1(1), 523-540.*
- Ottih, I. O. (2006). *Organizational theory: Structure, design and process.* Port Harcourt, Nigeria: Amex Publishing. 119.
- Teixeira, R., Koufteros, X. A. & Peng, X. A. (2012). Organizational structure: integration and manufacturing performance: A conceptual model and propositions. *Journal of Operation and Supply Management. 5(1), 69-81.*
- Thomas, O. O. (2015). Effect of organizational structure insight from selected banks in Lagos State. *NG-Journal of Social Development. 5(1), 96-108.*