

The Impact of Organizational Structure on Employee Performance

An applied study on Dar Al-Khald School for Quran Memorization in the city of Jeddah
Title in Arabic

تأثير الهيكل التنظيمي على أداء الموظفين

دراسة تطبيقية على مدرسة دار الخلد لتحفيظ القرآن في مدينة جدة
أسم الطالب

.....

مشروع تخرج – 1
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Dedication:

To our parents, who have all the credit after God in every moment of our lives, and we are unable to fulfill them.
To our brothers and sisters, who did not hesitate to support us and advise us.
To everyone who supported us scientifically, morally, and materially in making our endeavor a success. They did not spare us time, effort, or a kind word or good advice.
To everyone who had a mark on our lives, their fingerprints in every way contributed to shaping our path.
To all of them, we dedicate this humble work, asking God .Almighty to benefit from it

Acknowledgment

Thank God for extending your mercy, grace, and love to us and
gratitude for the beginning and conclusion.

(وَأَخِرُ دَعْوَاهُمْ أَنِ الْحَمْدُ لِلَّهِ رَبِّ الْعَالَمِينَ)

I dedicate this success to my very ambitious self and to all those
who sought with me to complete this journey,

To the great pillars of life to those who shared our arduous
journey with us

To those who sought to build a bright future for us

Thank you in a big way.

Thanks, are the simplest thing we carry to you

To the fixed pillars in life "my family"

To the friends of the years and the people of adversity to those
who worked with me to complete this journey

And to the one who shared her experience and time with us, she
strived to complete this research and was behind this success
until we reached where we are, my doctor.

Table of Contents

<i>List of Tables</i>	4
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<u>Chapter 1</u>	5
<u>Introduction</u>	6
<u>Research Problem:</u>	8
<u>Research Importance:</u>	9
<u>Research Hypotheses</u>	10
<u>Research Goals:</u>	11
<u>Chapter 2</u>	11

<u>Literature review</u>	11
<u>Organizational Structure</u>	14
<u>Employee Performance</u>	15
<u>CHAPTER 3</u>	17
<u>Methodology:</u>	18
<u>Research Philosophy:</u>	18
<u>Research Approach:</u>	18
<u>Research Strategy:</u>	19
<u>Research Choice:</u>	20
<u>Time Horizon:</u>	20
<u>Data Collection and Analysis Techniques:</u>	21
<u>CHAPTER 4</u>	22
<u>CHAPTER 5</u>	22
<u>References:</u>	22

List of Tables:

Search tools table

Variables	Dimensions	Number of phrases	Source
Organizational Structure	Central Specialization Official Participation in decision-making Collegiate work Respect the value of time creativity and innovation	47 phrases	Ammari, 2016, Organizational Structure Questionnaire, The Impact of Organizational Structure Dimensions on Organizational Culture.
	Organizational Commitment	12 phrases	Al-Omari, 2022, Employee Performance Questionnaire, The Impact of the Quality of the Work Environment on the Performance of Employees in Public Universities in the Kingdom of Saudi Arabia.
Staff performance	Job discipline Accomplishing tasks		

Chapter 1

Introduction

The strength of the organizational structure is considered evidence of the maturity of the institution. Likewise, the weakness of the organizational structure or the lack of understanding of it by the employees in the institution is a major challenge for most workers in the sector of for-profit or non-profit institutions. It is noted in most institutions that there is no organizational structure that shows the authorities, roles, and lines of communication between departments in the institution or even within one department. Which leads to overlapping powers and a lack of clarity in the administrative authority and responsibilities associated with the departments or their functional units (Zhejiang, 2022)

Several types of organizational structures vary in terms of the powers and roles of the project manager in the organization, and the roles and powers of the project manager vary according to the organizational structure followed in the organization. Choosing the most appropriate structure for your organization depends on its size, the nature of the work, and the culture of the organization. The project manager is the person assigned by the implementing organization to lead the team responsible for achieving the project objectives. The role of a project manager is different from a functional manager or operations manager. A functional manager is usually focused on providing administrative oversight for a functional unit or business unit, and operations managers are responsible for ensuring that business operations are effective (Joyce, 2022)

Organizations of all types are increasingly focusing on developing their operations and raising the level of performance of their departments to reach the goals of the organization efficiently and effectively. Since human resources are among the most important resources in the organization and the most influential in its business results, management must focus on them and develop them. The topic of employee empowerment is receiving growing attention at various levels and in various sectors, as researchers and practitioners are still seeking to crystallize and develop this management method. On the other hand, organizational structure and organizational structure redesign are important topics for management and organizational behavior scholars, and many researchers and practitioners in these fields have prepared studies about work design and organizational structure with its dimensions, as well as the effects of organizational structure design on the performance of individuals and the performance of the organization in general. The organization's organizational structure plays an essential role in achieving the organization's goals by assisting management in making decisions, planning, and making optimal use of available human resources (Bahadori & Rahimi, 2015).

In other cases, it may be a project manager. Depending on the organizational structure, the project manager may report to a program or portfolio manager who is ultimately responsible for several project managers who report on projects across the organization. In this type of corporate structure, the project manager works closely with the program or portfolio manager to work toward achieving project objectives and ensuring that the project management plan aligns with the overall program plan. The project manager also works closely and in collaboration with other roles, such as business analyst, quality assurance manager, and content expert (Almutairi et al, 2022).

Employee performance management is a process in which organizations set clear performance expectations and goals for employees, measure their progress toward these goals, provide feedback and coaching to help employees improve their performance, and use this information to make decisions about promotions, compensation, and other rewards. The process typically includes regular communication and feedback between managers and employees, as well as formal evaluations or evaluations of employee performance. The overall goal of employee performance management is to help employees understand their roles and responsibilities, identify areas for improvement, and achieve their full potential within the organization. Employee performance management is the process of setting goals, measuring progress, and providing feedback and support to employees to help them improve their performance and achieve their full potential in the workplace (Almutairi et al, 2022)

Organizational structure is an important means to help organizations accomplish their work, because of its connection to many aspects related to the management and excellence of organizations. state that the mission of the organization in the contemporary view is to make decisions in conditions of uncertainty and risk, and it assumes that managers do not have sufficient information, knowledge, and ability to understand all alternatives. Organizations also seek to reduce the state of uncertainty by building their organizational structure in a way that allows the provision of information. Good and sufficient information through an effective information network that facilitates the transfer and exchange of information, experiences, and ideas between all administrative units and levels, and between them and the external environment without being subject to hierarchical determinants. The organizational structure means the structure or framework that defines the departments or their internal parts. It shows the organizational divisions and units that carry out the work and activities required to achieve the organization's goals. It also determines the lines of authority and locations for making and implementing administrative decisions (Bahadori & Rahimi, 2015).

This research aims to study the relationship between organizational structure and employee performance would seem at first to be straightforward and obvious. The more complex organizational structures will result in positive employee performance, An applied study on Dar .Al-Khald School for Quran Memorization in the city of Jeddah

Research Problem:

The expression " organizational structure " alludes to the progressive system that coordinates assignments, interdepartmental associations, and authority levels to permit collaboration, designation, and open lines of correspondence. The hierarchical design of a firm is the system that lays out and keeps up with its interior order. It indicates who reports to whom and what each occupation does. This structure is expected to frame how an organization works and to help with accomplishing the objectives that will permit it to fill from now on. A few neighborhood studies have recognized a good connection between organizational structure and employee performance, while others have found no such relationship utilizing execution markers like firm size, return on resources, and return on value. There is a Scientific gap in studies about the relationship between organizational structure and employee performance, also applied a performance gap refers to the difference between the current performance of an individual, team, .or organization, and desired performance

The research problem is the essence of this study is to determine whether adopting appropriate structure is one of the critical success factors that supports those firms that are performing well in the sector and the extent to which appropriate structure has helped the performance of its employees. However, studies have established that efficient and effective performance depends on the designing and adoption of a fitting structure by the organization, in other words, no effective and efficient organization if the structure of the organization does not support the people who work within the system that provide the key element to determine its success.

We summarize the research problem in a central question:

- What is the relationship between the organizational structure and employee performance?

Research Importance:

The importance of the study came from the importance of organizational structure as it must include the following main aspects, Distribution of work, responsibilities and authorities among individuals, Determining the relationships of who reports to each person, who is subordinate to him, and the number of organizational levels, Grouping individuals into departments, departments into circles, circles into larger units, and so on, Delegate authorities and design procedures to monitor compliance, Designing systems and means to ensure effective internal communication and the participation of individuals in the decision-making process and, Providing the necessary rules and means to evaluate the performance of employees. it becomes clear to us that it is a means and a purposeful tool for achieving the goals of organizations, as any organization has specific goals and the organizational structure helps it achieve them through three main areas, Assisting in implementing plans successfully, Facilitating the definition of individual roles, Help in making decisions, Under these main areas are sub-areas that the organizational structure can achieve through or through, which are, Achieving optimal use of available resources, Avoid overlap and duplication between activities and operations, Avoid bottlenecks at work, Achieving harmony and harmony between units, activities and roles. And, Enabling the organization to respond to changes inside and outside it and work to adapt to these changes.

Research Hypotheses

- Based on the highlighted research objectives and questions, the following research hypotheses were formulated to direct the investigation into potential solutions to the problems:
- Ho: The number of layers in the organizational structure does not have a significant effect on the performance of Dar Al-Khald School for Quran Memorization in the city of Jeddah.
- Ho: Nature of formalization does not have a significant effect on the performance of Dar Al-Khald School for Quran Memorization in the city of Jeddah.
- HOg. A loose internal and external boundary does not have a significant effect on the performance of Dar Al-Khald School for Quran Memorization in the city of Jeddah.

Research Goals:

The main thrust of this study was to assess the effect of organizational structure on employee performance at Dar Al-Khald School for Quran Memorization in the city of Jeddah. Drawn from

the above broad objective are the following specific objectives:

- To establish the effect of several layers in the organizational structure on the performance of Dar Al-Khald School for Quran Memorization in the city of Jeddah.
- To determine the effect of the nature of formalization on the performance of Dar Al-Khald School for Quran Memorization in the city of Jeddah.
- To investigate the effect of loose internal and external boundaries on the performance of Dar Al-Khald School for Quran Memorization in the city of Jeddah.
- To ascertain the effect of appropriate technology on the performance of Dar Al-Khald School for Quran Memorization in the city of Jeddah.

Chapter 2

Literature review

All associations require organizational structure thoughts as well as flawless and new sentiments to get by. Novel insights are blown like a soul in the body of the organization and will save it from degeneration and obliteration. In the current age, for endurance and progress or in any event, keeping up with the current circumstance it is important to make and energize imagination in associations and help to sustain the innovative capacities of people in associations for changing its underlying body (Mutonyi, et. al, 2020).

For the creation and empowering of imagination in associations, a few factors, like underlying or human, are powerful. However, structural variables, which can be broadly divided into mechanical and organic structures, are much more effective in the development and cultivation of creativity. Mechanical designs are inflexible and subject to the kind of machine on which the relations and capabilities are precisely determined and are not expected principally for innovativeness and development. Natural designs are fitting for the positions which are variable and dubious. This sort of construction appreciates ways of life and non-progressive and vigorous ways of behaving. The broad correspondence is adequate in it and it is fitting to have the opportunity for imagination and advancement. The structure that will provide the necessary stability within the hospital and community has already been agreed upon by experts in hospital management. The soundness is the one which is equipped for making a reasonable harmony between medical clinic executives and different individuals. The aftereffects of the exploration, entitled "The connection between authoritative construction and imagination of head of actual training association" recommends that the main variables connected with the decay of Innovative Overseers of Actual Schooling Association, are zeroing in on individual choices as opposed to support in choice and estimating the level of crisscross among work and training level. In an exploration led. it was recommended that hierarchical design influences authoritative development. They declared that adaptable construction wouldn't just prompt the advancement and improvement of the use of novel thoughts, but in addition, these designs end up being considerably more imaginative than the unbending ones. bringing imaginative and creative climate was maybe the main calculate guaranteeing the endurance of the Organizational to give organizational structure thoughts. referenced six significant qualities, including the opportunity to communicate novel thoughts, a level of hierarchical construction, data from the executives, and information on the contention, work necessities, capabilities, and responsibilities regarding imaginative associations. He accepted that the above highlight empowers the associations to enhance the inventive strategy that will bring about progress. The main way associations can be .(organized suitably is to guarantee the course of imagination.)Bahadori & Rahimi, 2015

Performance management systems are an essential component of modern organizations. These systems are designed to help organizations manage employee performance, align employee goals with organizational goals, and identify opportunities for improvement. In this article, we will explore what performance management systems are, how they work, and why they are important. Performance management systems are a set of processes and tools designed to help organizations manage employee performance. These systems typically include goal

setting, performance evaluation, feedback mechanisms, and employee development plans. At their core, performance management systems are designed to drive employee performance and achieve organizational goals by setting clear expectations, providing feedback, and supporting employee development. Performance management systems can help organizations improve productivity, reduce employee turnover, and increase employee engagement (Ji & Yan, 2020).

Performance management systems usually follow a specific process, which includes the following steps, Setting goals: The first step in the performance management system is setting goals. This includes setting clear, measurable, and achievable goals for employees. These goals must be aligned with the organization's goals and must be specific to the role of each employee. Performance appraisal: Once goals are set, the next step is to evaluate the employee's performance. This can be done through regular check-ins, performance reviews, or other feedback mechanisms. The goal of performance appraisal is to evaluate employees' progress toward their goals, identify areas for improvement, and provide feedback. Feedback mechanisms: Feedback mechanisms are an essential component of performance management systems. This can include regular check-ins, one-on-one meetings, performance reviews, or anonymous feedback tools. The goal of feedback mechanisms is to provide employees with constructive feedback and identify areas for improvement. And recognize the achievements of employees. Performance management systems are important for several reasons. First, they help organizations align employee goals with organizational goals. By setting clear expectations and goals, performance management systems ensure that employees are working toward the same goals as the organization. Second, performance management systems provide a mechanism for identifying areas for improvement. By regularly evaluating employee performance and providing feedback, organizations can identify areas where employees need additional support, training, or resources. Third, performance management systems can help organizations increase employee engagement. By providing clear expectations, regular feedback, and development opportunities, employees are more likely to feel valued and engaged in their work. Finally, performance management systems can help organizations improve productivity and reduce turnover. By providing employees with the support, they need to succeed, organizations can improve overall performance and reduce the likelihood of employee turnover. (Mutonyi, et. al, 2020).

Organizational Structure

An Organizational structure alludes to a plan of individuals, relationships, and obligations in doing organization exercises to accomplish objectives. What's more, it likewise can characterize how a group in the organization is gathered and to whom they report. Formal construction is required for bigger associations and choices must be made about the assignment of different errands. An Organizational structure plainly shows and separates the work exercises which are characterized by their work job. In great association, design ought to make sense of the relationship of power who reports to whom, and for supervisors, who reports to them. One more advantage of the practical Organizational structure is a cognizant hierarchy of leadership. For instance, alluding to the above outline records and finance fall under the domain of the Money division. A reasonable level of leadership is required, this is because it makes standard activity techniques, other than laid out results likewise improved responsibility. One more benefit of the practical design is it jars facilitate independent direction. This is because typically collective choice gaining will dial back headway on the project because of the different points of view included. Yet, in this construction, since individuals have comparative expert and instructive foundation the dynamic cycle will be a lot more straightforward. Moreover, the practical design additionally permits work to be finished by qualified and talented persons in the space concerned. Consequently, one more benefit of this design is that it diminishes cost by decreasing duplication and utilization of assets in the association, Weakness of Practical Design Useful construction likewise has impediments. The weakness of the practical design is that useful construction is separated by capability, subsequently, the representative has a tiny comprehension or worry for another region rather than their region. Due to this division, there is a hindrance in correspondence and general participation and coordination. Next to that in this construction individual centre is as opposed to an organization centre. (Mutonyi, et. al, 2020).

Employee Performance

The Employee Performance or the human asset is very instrument towards progress concerning execution. Legitimate administration causes the representatives to be spurred and to feel that they are working in a well-disposed climate. The presentation of the board is impacted by various variables that encompass the worker. These reach from social, conservative, and even business-related reasons. The association should diminish to the most un-feasible levels the elements that might influence a worker to understand the maximum capacity of the

equivalent. A platitude goes "A blissful worker makes a cheerful chief". The idea of execution the executives try to work on the overall viability and the effectiveness of human assets. A productive and appropriate arrangement of execution of the executives can be utilized for a few purposes. This incorporates correspondence of the association objectives, measuring the presentation of the association as well as giving input concerning how to work on the ongoing existing execution. Execution the board is characterized as: "a cycle utilized for laying out a common perspective of what is to be accomplished, and the way to deal with overseeing and creating individuals in such a way which builds the likelihood that it will be accomplished in the ideal short and long haul". From the definition, it is obvious that presentation to the board is a critical cycle in any association. It plays a significant in deciding how quickly an association will develop. It is additionally vital to the worker as it causes him to know about his assets and advancement during his vocation. This implies that the exhibition of the executives includes a more profound comprehension of the worker and the variables encompassing his capacity to play out a specific obligation as well as thinking of an answer to eliminate these obstructions and foster a productive representative. To guarantee that the maximum capacity of workers is accomplished, steps should be taken to guarantee that the exhibition is achieved. This means starting before the work is done and it proceeds even after the finish of the work. In pre-arranging, there are job setting and objective assurance while in post work there is the representative examination (criticism) and the general audit of the worker execution. The means included by and large incorporate job definition, execution benchmarking, execution improvement, and execution audit.

Job Definition and Profiling

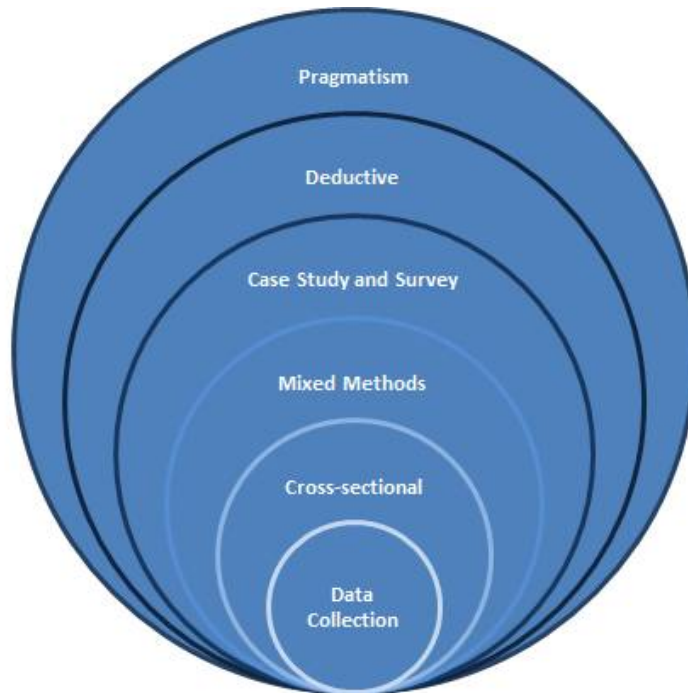
The most vital phase in the execution of the board is understanding the job and specialty that the association is trying to fill. In understanding this, the organization then, at that point, feels free to profile. Here the directors sit and characterize the motivation behind the association as well as the needs of each. It is additionally during this step that the supervisors will set the goals of the association and the reasons that the equivalent will look to satisfy. The directors likewise plainly characterize the jobs of the association as per the fundamental beliefs of the association. The job is ordinarily paired with what the goals of the association are. Remember! This is only an example You can get your custom paper from one of our master authors Get a custom article

Counting the mission and vision of the group is far-reaching enough. These are significant as they set an outline of how a

representative will be supposed to complete his obligations during the residency of his work. They likewise give an overall thought of how a representative will behave during the presentation. Setting the Presentation Benchmarks In setting the exhibition benchmarks, there is a need to comprehend the targets and the objectives that the association tries to accomplish. In this stage, the supervisors will plunk down and characterize the hierarchical targets as well as how these goals will be accomplished. To gauge execution, there ought to be benchmarks against which the presentation will be estimated. The directors will likewise decide the appropriate administration model that will be pertinent to the association. There are various types of executives. It is in this manner upon the supervisors to painstakingly question these models and concoct one that fits the idea of execution that is wanted by the association. Steps engaged with the execution of the executives The principal significant step that the line supervisors take is to have a gathering and set the goals as well as the techniques. Execution the executives will be pointed toward achieving a specific goal (Ji & Yan, 2020).

CHAPTER 3

Methodology:



:Research Philosophy

It is positivist research that is a paradigm that relies on measurement and reason, that knowledge is revealed from a neutral and measurable (quantifiable) observation of activity, action, or reaction. In this research, we will find out the impact of organizational structure on employee performance.

Research Approach:

It is across-sectional deductive with mixed approaches, the approach shares in building results on axioms, while the difference lies in this axiom, is it a total truth as in deduction or a partial truth as in induction? There are other differences between the two approaches, which are: Induction produces information of a wide scope, by relying on specific cognitive inputs, unlike deduction. Through induction, the researcher collects a lot of information and laws and links them to reach a more general rule, while by deduction he aims to divide the law or general information into laws and theories specific to specific cases, and it is possible to compile them after that to return a general rule. Induction aims to discover laws, while Deduction is a mental process in which the researcher applies a law or theory to a specific issue, to reach logical results. Induction is based on previous experiences and depends on sensory perceptions, while deduction is a mental process that depends on logic, and confirming its validity is based on the validity of the premises and their lack of contradiction. In the case of induction, the input is incomplete, while in deduction, the input is sufficient to produce the results. Deduction does not provide new information, the result is a sub-rule of the general rule with

which it began, while induction provides a new result. The results are correct and guaranteed in deduction, while they are not so in induction. Among the sciences in which induction is used are mathematical (arithmetical) and natural sciences, and all branches of science; Because it depends on logic, while deduction is not useful in the human, political, and social sciences because its basis is collecting information and then developing theories by generalizing the results. Induction has high objectivity in various sciences. Because it relies on the validity of the premises and conducting experiments, it is based on reason and sense together, while deduction depends on the mind without conducting experiments.

Research Strategy:

A case study survey using a questionnaire is a strategy that will be used, and it is defined as a market research tool that consists of questions or prompts to elicit and collect responses from a sample of respondents. A questionnaire is usually a combination of open-ended and closed-ended questions. The latter allows respondents to fill in their views in detail. The questionnaire can be used in both qualitative market research as well as quantitative market research using different types of questions. Types of questionnaires I have learned that a questionnaire can be structured or free-flowing. To explain this better, Structured Questionnaires: Structured questionnaires help in collecting quantitative data. In this case, the questionnaire is designed in such a way that it collects a very specific type of information. It can be used to begin a formal investigation by collecting data to prove or disprove a previous hypothesis. Unstructured Questionnaires: An unstructured questionnaire collects qualitative data. The questionnaire in this case has a basic structure and some branching questions but nothing that limits the respondent's responses. The questions are more open.

Types of questions that will be used in the questionnaire.

- Open Questions: One type of question commonly used in a survey is an open question. These questions help in collecting in-depth data from the respondents as there is a lot of scope to respond in detail.
- Dichotomous Questions: A dichotomous question is a closed “yes/no” question. This question is generally used when basic verification is needed. It is the easiest question type in the survey.
- Multiple Choice Questions: Easy to administer and answer, the question type in the questionnaire is a multiple-choice question. These questions are closed questions with either

one specific multiple-choice question or a multiple-choice question. Each multiple-choice question consists of an incomplete stem (question), a correct answer or answers, close alternatives, distractors, and incorrect answers. Depending on the research objective, a combination of the above types of options may be used.

Research Choice:

Mixed methods' is a research approach whereby' researchers collect and analyze both quantitative and qualitative .data within the same study

:Time Horizon

A cross-sectional study is a type of research design in which you collect data from many different individuals at a single point in time. In cross-sectional research, you observe variables without influencing them.

:Data Collection and Analysis Techniques

The questionnaire questions were reviewed, coded, and transcribed, and their data were analyzed using a computer and the Statistical Package for the Social Sciences (SPSS) program to process the study data statistically through:

- 1- Calculating frequencies and percentages to extract a standard descriptive image and analyze the information considering the objectives and questions of the study. For each paragraph of the questionnaire.
- 2- Ca2 test to test the significance of the differences between the means.

CHAPTER 4

Introduction:

This chapter presents the results of the statistical analysis of the data collected through the field study, using the SPSS statistical software (version 28). The chapter begins by providing a comprehensive statistical description of the study sample, then proceeds to the data collection

required from the current study sample to evaluate the validity and reliability of the study tools (questionnaires) to ensure their quality. Then, a simple linear regression analysis is conducted to test the hypotheses of the extent of the model's suitability, followed by a simple linear regression analysis through SPSS.

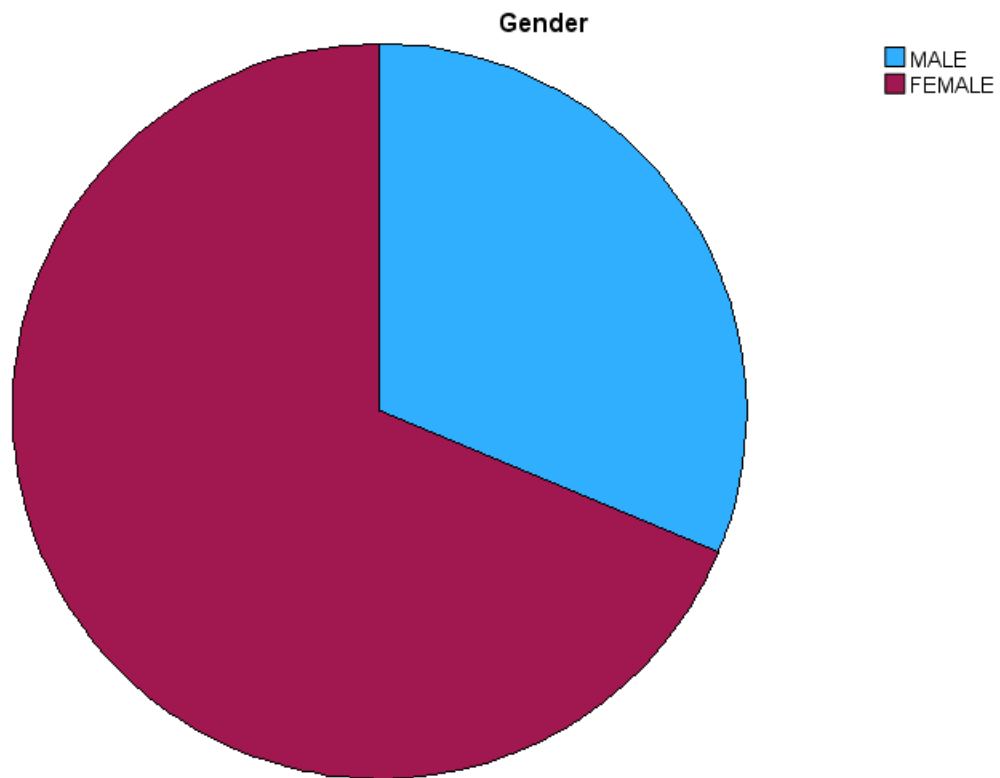
Characteristics of the Study Sample:

The study sample units were distributed according to gender, age group, educational qualification, nature of work, and years of experience. The frequencies and percentages of the study sample individuals were calculated, representing the demographic information, which includes:

Percentage of the total sample	The number	Variable classes	Variable
31.3	10	MALE	Gender
68.8	22	FEMALE	
100%	32	Total	
6.3%	2	55 - 45 YEARS	The age group
21.9%	7	45 - 35 YEARS	
43.8	14	35 - 25 YEARS	
28.1	9	25 - 18 YEARS	
100%	32	Total الإجمالي	
6.3%	2	Less than 5	Number of years of experience
9.4%	3	20 and above	
21.9%	7	20 - 15 Years	
34.4%	11	15 - 10 Years	
100%		Total الإجمالي	

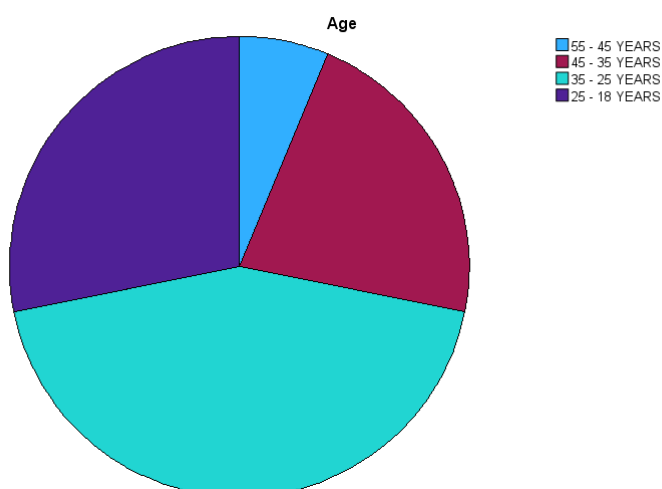
The following results were extracted from the data in Table 5:

Gender: The statistical results showed that the number of females who responded to the questionnaire is (), where the number of females is () units, representing () percent, while the number of males is () units, representing () percent of the total sample, as shown in the following figure:



Classification of the Sample by Gender

Age: The statistical results showed that () people are aged between () and they represent () percent, and the number of individuals aged between () is () units, representing () percent of the sample, while those aged between () represent () percent of the total sample, according to the following figure:



Classification of the Study Sample by Age

Measuring the validity and reliability of the study:

A validity and reliability analysis were carried out for the criteria used in the study in order to ensure their validity. In addition, a cross-validation model was used for structural data, to analyze the reliability of contracting with Volkswagen Cronbach, and all statistical analyzes were carried out using SPSS version 28, and the following paragraphs and similarities.

Validity of the measures used in the study:

Internal consistency validity was chosen as one of the validities criteria, and was measured using Cronbach's alpha coefficient. The average variance extracted (AVE) was also calculated to evaluate the convergent validity between the items by measuring the average variance extracted. (Average Variance Extracted)

Average variance extracted متوسط التباين المستخرج		P Value s	Standard deviation الانحراف المعياري	Factor loadings معامل الارتباط	KMO	Statements العبارات	Variable المتغير
.0991	.551	0.00	.05655	.877	.655	A1	Organizational Structure
		0.00	.676655	.665		A2	
		0.00	.667788	.678		A3	
	.865	0.00	.677887	.866		B1	
		0.00	.678899	.788		B2	
		0.00	.78900	.555		B3	
.056	.576	0.00	.78777	.787		A1	Employee Performance
		0.00	.76544	.655		A2	
		0.00	.67889	.345		A2	
		0.00	.76655	.456		A4	
		0.00	.77644	.445		A5	
		0.00	.87665	.456		A6	
		0.00	.65444	.667		A7	
		0.00	.45677	.789		A8	
		0.00	.54666	.787		A9	
		0.00	.66676	.654		A10	
		0.00	.78866	.679		A11	
		0.00	.67843	.344		12	
		0.00	.77543	.556		A13	
		0.00	.56775	.677	.788	A14	
		0.00	.65443	.567		A15	
		0.00	.78908	.677		A16	
		0.00	.99769	.890		A17	
		0.00	.33443	.6654		A18	

It is clear from the table above:

Measure of the application of the first variable: All correlation coefficients for each of the statements are strongly correlated with the dependent variable to which they belong (Work environment) at values greater than 0.7, in addition to the fact that the values of all correlation coefficients for the statements are statistically significant at a significance level less than 0.001. Accordingly, the internal consistency validity of the scale has been achieved. Likewise, with regard to the results above related to the value of the average extracted variance AVE, it is clear that its value for the variable (Work environment) is (.0991) < 0.5, and accordingly, the

convergent validity of the questionnaire has been achieved.

Measure of the application of the second variable: The measure of the application of the second variable, all the correlation coefficients for the statements that measure (job satisfaction) have a value greater than 0.7, in addition to the fact that the values of all the correlation coefficients for the statements are statistically significant at a significance level less than 0.0001. Accordingly, the internal consistency validity of the scale has been achieved. Likewise, from the results above related to the value of the average extracted variance AVE for the variable (job satisfaction) as a whole, which is (.056)

Cronbach's alpha		Number of Statements عدد العبارات	Variable المتغير
.899	.898	3	Organizational Structure
	.677	3	
.677	.654	18	Employee Performance

(**O**): The statistical results showed that the Cronbach's alpha values are (.899), indicating that all values are greater than 0.7 and according to (Hair et al., 2010), the stability of the scale has been achieved.

(**Employee Performance**): The statistical results showed that the Cronbach's alpha values are (.677), indicating that all values are greater than 0.7 and according to (Hair et al., 2010), the stability of the scale has been achieved.

Descriptive analysis of the study variables:

Strongly agree Agree Neutral Disagree Strongly disagree

The level of importance was calculated according to the following equation:

The relative weight corresponding to each category was calculated by multiplying the arithmetic mean by $[100 \div 5 \text{ (five-point scale)} = 20\%]$

The value of the arithmetic mean	Result (general trend)	Relative weight %	level (degree) Practice/importance
From 1 to less than 1.80	Strongly disagree	From 20 to less than 36%	very low
From 1.80 to less than 2.60	Disagree	From 36 to less than 52%	Low
From 2.60 to less than 3.40	Neutral	From 52 to less than 68%	Middle
From 3.40 to less than 4.20	Agree	From 68 to less than 84%	High
From 4.20 to less than 5	Strongly agree	From 84 to less than 100%	very high

Linear correlation coefficients between the study variables:

Level of importance	General trend	Standard deviation	Arithmetic Mean	Variable

High	High	Agree	Agree	.55644	.89976	.876	.567		Organizational Structure
	High		Agree		.3345		.722		
High	High	Agree	Agree	.65688	.67775	.565	.565		Employee Performance

The following table presents the linear correlation coefficients (Pearson) between the study variables, which were measured using SPSS-V.28 as follows:

Variable		Organizational Structure	The physical environment	Social environment	job satisfaction
Work environment	Pearson correlation	908,	877.	455.	890.
	Sig. (2-tailed)	0.01>	0.01>	0.01>	0.01>
	N	54	54	54	54
The physical environment	Pearson correlation	890.	908.	1	455.
	Sig. (2-tailed)	0.01>	0.01>	0.01>	0.01>
	N	54	54	54	54
Social environment	Pearson correlation	908,	877.	455.	890.
	Sig. (2-tailed)	0.01>	0.01>	0.01>	0.01>
	N	54	54	54	54
Employee Performance	Pearson correlation	890.	908.	1	455.
	Sig. (2-tailed)	0.01>	0.01>	0.01>	0.01>
	N	54	54	54	54

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	.989	.199	4.958	<.001
	المستقل_الاول	.628	.088	.776	<.001

a. Dependent Variable: المستقل_الثاني

CHAPTER 5

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Supplements

This questionnaire is part of a research study aimed at understanding the impact of the organizational structure on the performance of employees, and through this questionnaire we want to identify employee views about the organizational factors that contribute to raising the quality of their performance, please answer the following questions by choosing the appropriate .option

Personal data:

Gender: ☒ Male ☐ Female

Age: less than 30 ☐ From 30 to 39 ☐ From 40 to 49 ☐ 50 or more ☐

Educational level: Less than high school ☐

University

Experience: Less than 6 years ☐ 6-10 years ☐
11-15 years ☐ More than 15 years ☐

Organizational structure questionnaire

phrase	strongl y agree	Agree	neutral	disagre eing	Stron gly Disag ree
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Centralisation

The organizational structure of the company is characterized by .centralization in work

The organizational structure of the company is characterized by administrative communications from top to bottom

The routine decision is made without referring to the higher official for ease of conduct of work

All work you carry out must be .reported to the highest official

The company's organizational .structure helps to delegate powers

Official

The company relies on rules that include rules, procedures, instructions and systems in implementing its .programs

Laws govern the behavior of .employees in the organization

Plans and programs are prepared by senior management and I am solely .responsible for their implementation

Specific powers are written in the form of administrative orders

Work procedures are specific to all through instructions and directives

A lot of procedures and works are practiced by virtue of our habit of .working on them for a long time

The company has a clear description of the functions and business

There is coordination of business at the level of departments, and individuals know their duties

The penalties for disrupting order are .clear to everyone

Specialization

The company works to stabilize
workers in their specialties

Different works are difficult to do in
this company nowadays

There are specific duties by virtue of
the existence of a division of
functions and works

There are specialized training
programs for employees in the
company

The company attracts qualified
individuals in light of their
specialization

The managers in the company are
highly skilled, each according to his
specialization

The business in the company is
distributed among the departments
and units according to the nature of its
.work and the type of its activity

Participate in decision-making

The institution shares profits with
.employees

The Foundation participates with the
employees in the management

My colleagues and I participate in
making decisions about our business

The opinions of individuals are taken
.when making a decision

I participate in decision making only
when the organization is exposed to a
certain problem

Many problems disappear when each
individual has the opportunity to
.participate in decision-making

Participation in decision-making
allows me to increase my creativity
.and innovation

Collegiate work

Do you think that collective work is
?beneficial to the organization

Employees set goals collectively and

.work together to achieve them

I subordinate my own goals and
interests to the goals and interests of
.the group

I get appreciation and respect from
.my co-workers when performing well

Employees in one unit are assigned to
.carry out work related to other units

Receive moral or material support
from the work team in the face of
.crises

Respect the value of time

I feel that I am organizing and
.managing my time well

I do not find any regard for time, the
lesson is in accomplishing the work
.entrusted to me

I rely on myself to implement the
work to complete it at the required
.time

I stick to my arrival and departure
.time on time

I can adapt to emergency situations by
reducing or extending my working
.time

creativity and innovation

Innovative ideas and creations are
.accepted by officials

The institution provides room for
freedom of trial and error for
.employees

Suggest new methods of performing
the work even if there is a possibility
.that they will not succeed

prefer to do difficult and complicated
.work

Have an accurate view of business
.problems

need detailed processes when you are
.assigned any work

Encourage our levels of levels to
present and discuss their creative
.ideas and proposals

The Foundation collaborates with scientific research institutions and universities to develop new creative ideas

Employee performance questionnaire

Please answer the following questions by ticking ✓ the appropriate option. There is no right answer or wrong answer, we want to know your opinions and points of view.

Personal data:

Gender: Male

☐ Female

phrase	strongly agree	Agree	neutral	disagree	Strongly Disagree
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Organizational commitment

I do my best to accomplish my job tasks

I am fully aware of the vision, mission and objectives of the institution
I am fully aware of the vision, mission and objectives of the institution

.Proud to belong to the institution

Commit to staying at the institution even if I have the opportunity to work in another organization

Functional discipline

Commit to the attendance and departure dates for official working hours

Respect the laws and regulations of the university
Respect

Commit to refraining from smoking inside the workplace

Perform tasks

I accomplish my job tasks without errors and with high accuracy

.I complete my job tasks on time

I can overcome the difficulties you
.face while completing tasks

I deliver achievements that exceed
management's expectations and go
beyond my job duties

Work pressure does not negatively
affect the quality of my completed
work