

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

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مشروع تخرج - 1

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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 (Zhenjing, 2022)

There are several types of organizational structures that vary in terms of the powers and roles of the project manager in the organization, and the role 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 in 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 experts (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 Scientific gap of studies about the relationship between organizational structure and employee performant, 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 help the performance of its employee. However, studies have established that efficient and effective performance depend 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 important of organizational structure as it must include the following main aspects, Distribution of work, responsibilities and authorities among individuals, Determine 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, Assist 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: Number of layers in the organizational structure does not have 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 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 significant effect on the performance of Dar Al-Khald School for Quran Memorization in the city of Jeddah.

Research Goals:

The main trust of this study was to assess the effect of organizational structure on employee performance of 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 number of 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 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 association 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 furthermore 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 way of behaving. Broad correspondence is adequate in it and it is fitting to have opportunity of 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 the executives and different individuals. The aftereffects of the exploration did, entitled as "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, yet 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 association to give organizational structure thoughts. referenced six significant qualities, including the opportunity to communicate novel thoughts, a level hierarchical construction, data 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).

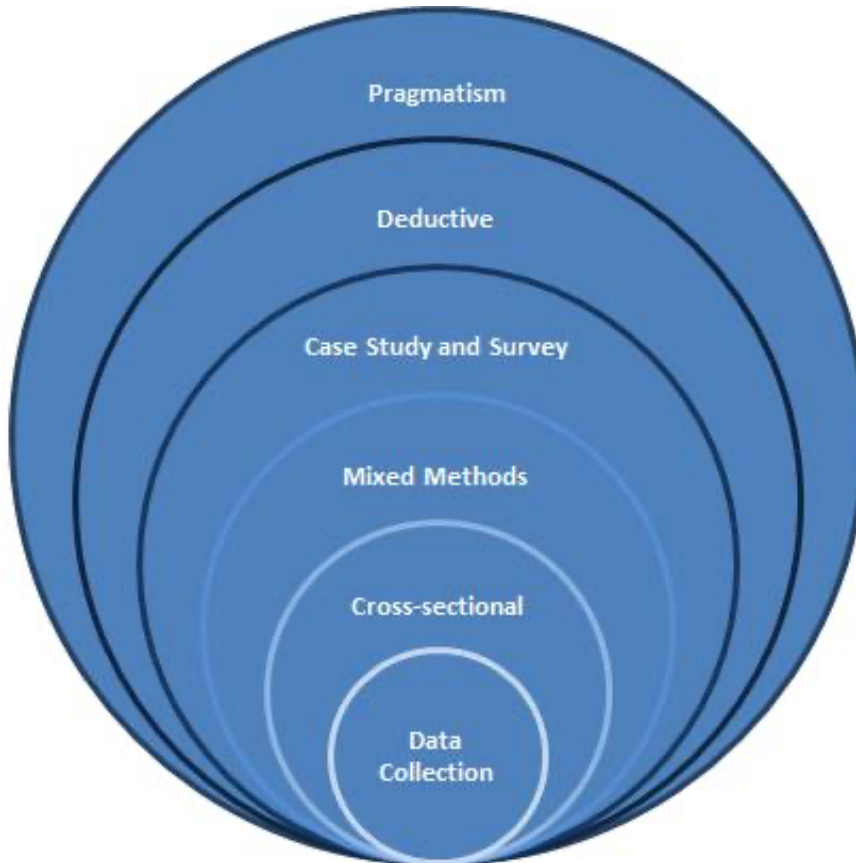
Performance management systems are an essential component of modern organizations. These systems are designed to help organizations manage employee performance, align employee goals with organizational goals, and identify opportunities for improvement. In this article we will explore what performance 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 opportunities for development, 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).

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 approached share 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 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 about 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 respondent 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, transcribed, and their data were analyzed using a computer and using 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

CHAPTER 5

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