

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 أَنْ 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.

Abstract

Objective of the study: This study aims to investigate the impact of the organizational structure on employee performance.

Study Methodology: To achieve the study's objectives, the researcher used the descriptive-analytical approach. The study population consisted of 54 individuals, and the study sample was applied to 30 employees and administrators in the Dar Al-Khulud schools for Qur'an memorization in Jeddah.

Study Results: Each dimension and the level it reached (high, medium, or low) were mentioned.

Theoretical Contribution: This study contributes to the literature by examining the relationship between organizational structure and employee performance.

Practical Applications: The study provides recommendations for the relevant authorities in the Dar Al-Khulud schools for Qur'an memorization in Jeddah.

Keywords: Organizational structure, employee performance.

الهدف من الدراسة: تهدف هذه الدراسة إلى الكشف عن أثر الهيكل التنظيمي على أداء الموظفين.

منهج الدراسة: لتحقيق أهداف الدراسة استخدم الباحث المنهج الوصفي التحليلي حيث تم استخدام مجتمع الدراسة وعددها 54 وتم تطبيق الدراسة على عينة الدراسة المكونة من عدد ٣٠ من الموظفين والإداريين في مدارس دار الخلد لتحفيظ القرآن بمدينة جدة .

نتائج الدراسة: تم ذكر كل بعد من الأبعاد والمستوى الذي وصل إليه مرتفع – متوسط – منخفض).

المساهمة النظرية: تساهم هذه الدراسة في الأدبيات من خلال دراسة العلاقة بين الهيكل التنظيمي وأداء الموظفين.

التطبيقات العملية: تقدم الدراسة توصيات للجهات ذات العلاقة في مدارس دار الخلد لتحفيظ القرآن في جدة.

الكلمات المفتاحية: الهيكل التنظيمي، أداء الموظفين.

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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 (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 aScientific 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.

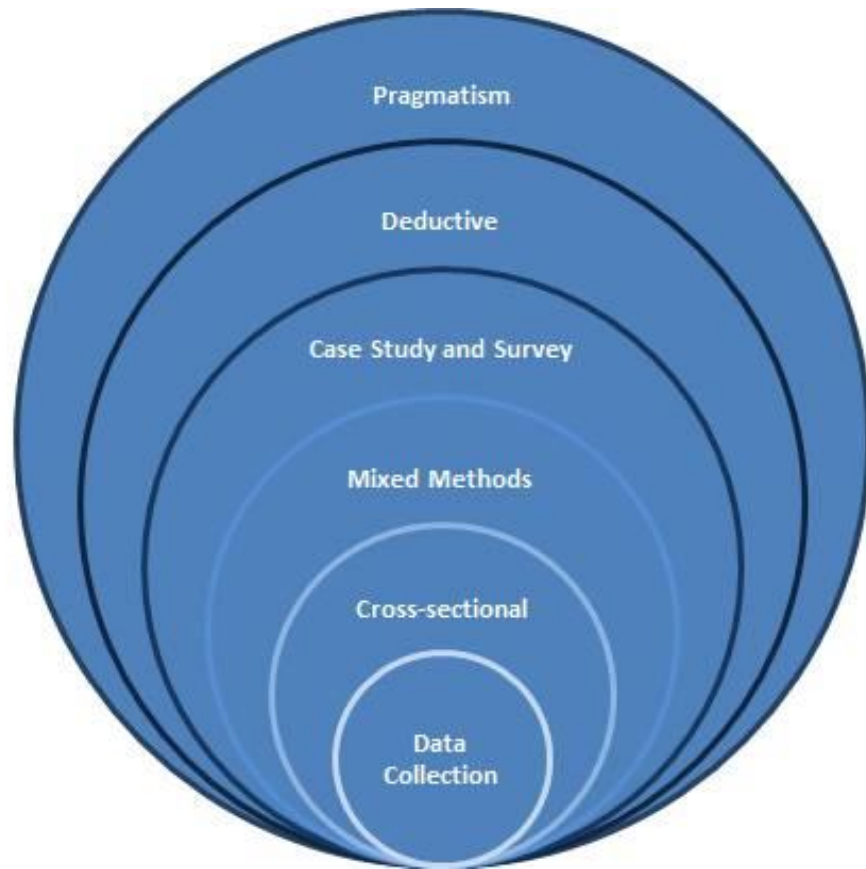
Job Definition and Profiling

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 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 3

3.1 Introduction:

This chapter describes the methodology used in this research, which measures the impact of the organizational structure on employee performance, and clarifies procedural definitions of research variables, research design and target population, sampling methods, data collection methods and types, and data analysis methods.

3.2 Procedural definitions of research variables:

The procedural definition of research variables is important for researchers, through which researchers can measure variables clearly and specifically, and the procedural definition describes the way in which a particular variable will be measured, observed or dealt with in the study, and these clear definitions help ensure consistency of measurement and frequency of the study.

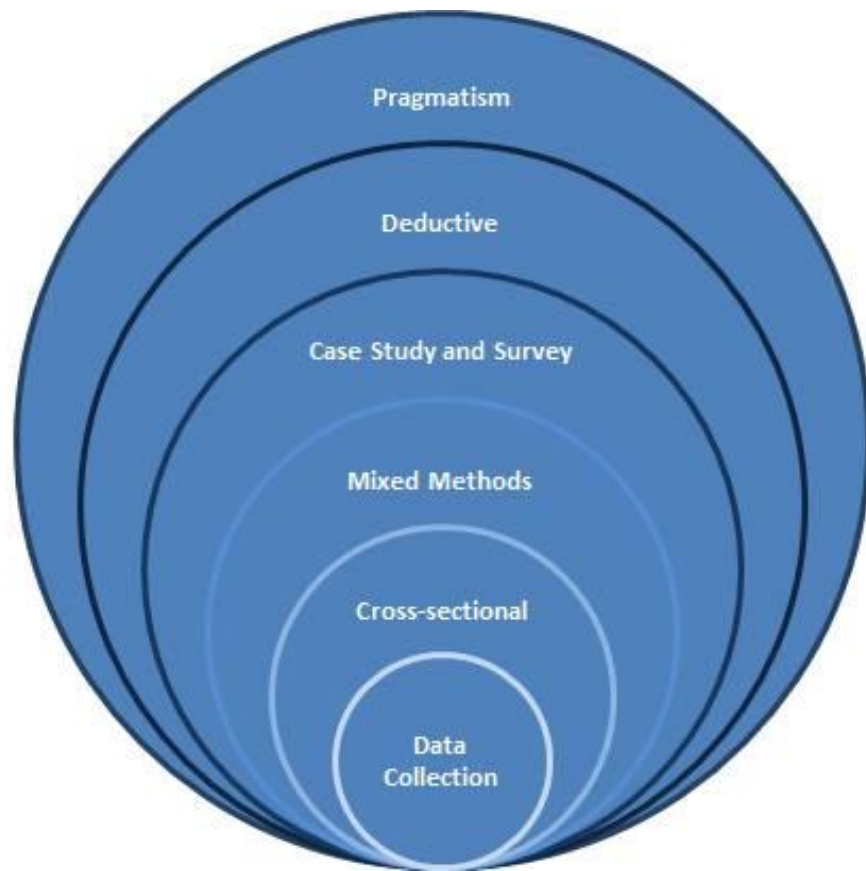
3.2.1 Organizational structure

The procedural definition: It is the tool through which tasks and functions can be defined, as well as lines of authority and communication within an organization. (Ammari, 2016)

3.2.2 Employee satisfaction

The procedural definition: It is the outputs of employees that directly affect the performance of the organization. (Omari, 2022)

3.3 Research design



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.

3.4 Research community and sampling techniques

The research community and sampling methods are one of the most important determinants of scientific research, based on which the data that will be studied in the research is studied and

extracted, and several branches of the study community are branched, namely the research community, the research sample and the method of sampling.

3.4.1 Study community

Number of employee	classifications	The sector
5	Senior Management	Senior Management Dar Al-Khald for Quran Memorization
35	The teachers	

Schedule No.1, The source: Student

3.4.2 The research sample

Sample volume	The research sample
30 Teacher	We target teachers in Dar Al-Mole for memorizing the Holy Quran

Schedule No.2, The source: Student

3.4.3 Sampling method and techniques

Sampling was done by the probabilistic method, and the sampling techniques are random sampling.

3.5 Data collection method

The collected data will be statistically analyzed, as statistical analysis includes identifying, analyzing and converting primary data into useful information, and this approach will help to uncover the basic relationships between the Organizational structure and employee satisfaction .at Dar Al-Khld.

3.5.1 Organizational structure

The student relied on the questionnaire of Ammari 2016, in order to measure the independent variable (the organizational structure) through 7 dimensions, which are as follows: the central and consists of 5 elements, the official and consists of 9 elements, the specialization and consists of 7 elements, participation in decision -making and consists of 7 elements The group of work consists of 6 elements, respect for the value of time and consists of 5 elements, creativity and innovation and consists of 8 elements, and the total elements are 47 elements, and The type of tool used is a five-Likert(strongly agree, agree, neutral, disagree, and disagree). Severely.

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,

Schedule No.3, The source: Student

3.5.2 Employee satisfaction

The student relied on the questionnaire of Al-Omari 2022, in order to measure the independent variable (the Employee satisfaction) through 3 dimensions, which are as follows: Organizational Commitment, Job discipline, Accomplishing tasks and the total elements are 12 elements, and The type of tool used is a five-Likert(strongly agree, agree, neutral, disagree, and disagree). Severely.

Variables	Dimensions	Number of phrases	Source
Staff performance	Organizational Commitment Job discipline Accomplishing tasks	12 phrases	Al-Omari, 2022

Schedule No.4, The source: Student

3.6 Types of data

The types of data are divided into primary data, which is collected by the researcher, and primary data collected by other researchers, which are as follows:

3.6.1 The preliminary data:

- Distributing questionnaires to a group of teachers in Dar Al-Khld

- Measuring the level of impact of the work environment on the satisfaction of teachers in Dar Al-Khald for Quran Memorization

3.6.2 Secondary data:

- Review previous research related to the subject of organizational structure and employee performance
- Access to books and scientific articles related to the organizational structure and employee performance

3.7 Data Analysis Methods & Procedures

After collecting data, it is essential to analyze the information gathered to draw meaningful conclusions. As, the Statistical Package for the Social Sciences (SPSS), specifically version 28, were used to analyze the collected data.

The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study.

Validity and reliability tests are crucial in ensuring that the data collected is accurate and consistent. Validity tests (Exploratory factor analysis) to determine if the research instruments measure what they are intended to measure, while reliability tests (Cronbach` Alpha test) assess the consistency of results over time.

3.8 The conclusion

In the third chapter, the research methodology was reviewed, which included the introduction and procedural definitions of the research, the research design, the research community,

sampling methods and techniques, the method of data collection, data types, methods and methods of data analysis, and finally the conclusion.

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.

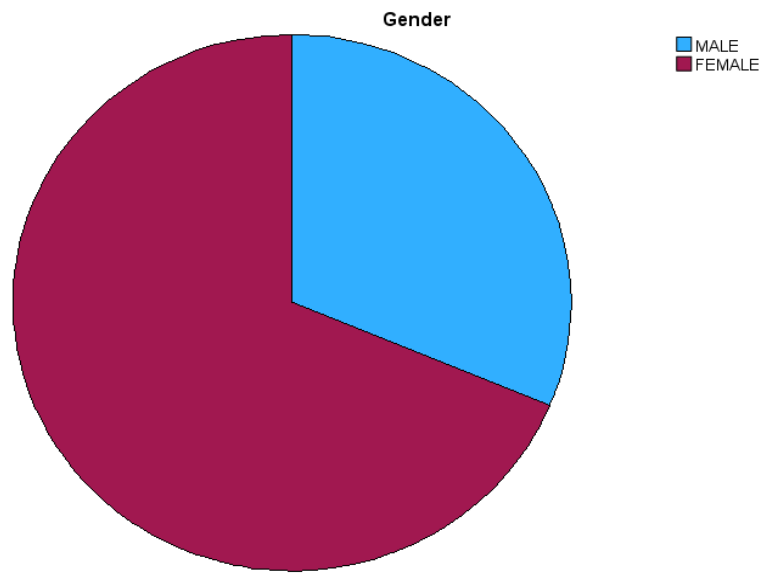
Characteristics of the Study Sample:

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.

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	
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	

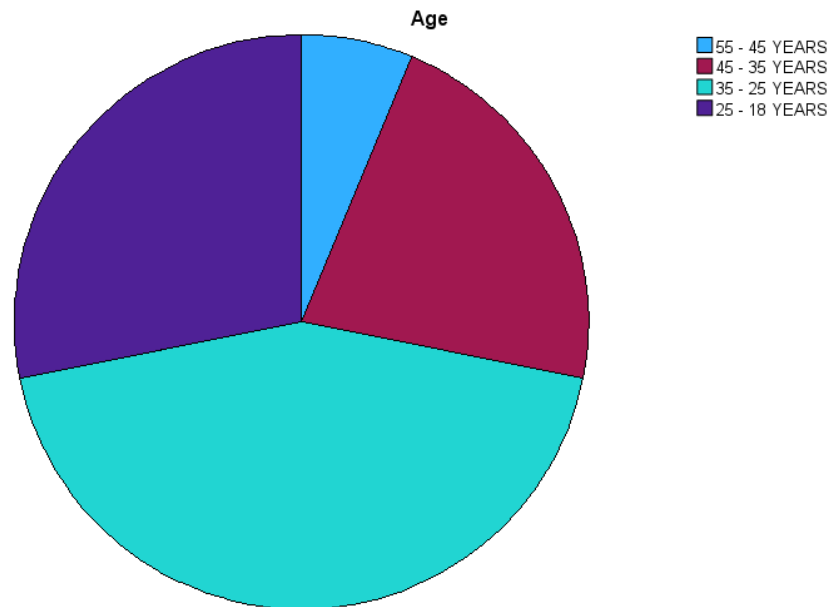
The following results were extracted from the data in Table 5:

Gender: The statistical results showed that the number of females who responded to the questionnaire is (٢٢), where the number of females is (32) units, representing (%68.8) percent, while the number of males is (10) units, representing (31.3%) percent of the total sample, as shown in the following figure:



Classification of the Sample by Gender

Age: The statistical results showed that (55- 45) people are aged between (2) and they represent (6.3%) percent, and the number of individuals aged between (45 - 35) is (7) units, representing (21.9%) percent of the sample, while those aged between (35 - 25) represent (34.8%) 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 Values	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	

TABLE NO .6

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 (Impact of Organizational) 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 (Impact of Organizational) 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 (Employee Performance) 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 (Employee Performance) 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

TABLE NO .7

(Impact of Organizational): 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
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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 $[100 \div 5 \text{ (five-point scale)} = 20\%]$

level (degree) Practice/importance	Relative weight %	Result (general trend)	The value of the arithmetic mean
very low	From 20 to less than 36%	Strongly disagree	From 1 to less than 1.80
Low	From 36 to less than 52%	Disagree	From 1.80 to less than 2.60

Middle	From 52 to less than 68%	Neutral	From 2.60 to less than 3.40
High	From 68 to less than 84%	Agree	From 3.40 to less than 4.20
very high	From 84 to less than 100%	Strongly agree	From 4.20 to less than 5

TABLE NO .8

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:

job satisfaction	Social environment	The physical environment	Organizational Structure	Variable	
.890	.455	.877	.908	Pearson correlation	Work environment
<0.01	<0.01	<0.01	<0.01	Sig. (2-tailed)	

54	54	54	54	N	
.455	1	.908	.890	Pearson correlation	The physical environment
<0.01	<0.01	<0.01	<0.01	Sig. (2-tailed)	
54	54	54	54	N	
.890	.455	.877	.908	Pearson correlation	Social environment
<0.01	<0.01	<0.01	<0.01	Sig. (2-tailed)	
54	54	54	54	N	
.455	1	.908	.890	Pearson correlation	Employee Performance
<0.01	<0.01	<0.01	<0.01	Sig. (2-tailed)	
54	54	54	54	N	

TABLE NO .9

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.989	.199		4.958	<.001
	المعبر_الاول	.628	.088	.776	7.173	<.001

a. Dependent Variable: المعبر_الثاني

CHAPTER 5

Introduction:

This chapter discusses the theoretical and applied aspects of the presented study, as well as the recommendations, limitations encountered by the study, and suggestions for future research, and finally the conclusion, as follows:

Discussion of Results and Conclusions:

Objective Limitations:

The study is limited to demonstrating the reality of organizational structure management and its relationship to employee performance. Limitations:

The study is limited to the employees in the Dar Al-Kholoud schools for Quran memorization.

Spatial Limitations:

The study is limited to the geographical scope of the Dar Al-Kholoud schools for Quran memorization in Jeddah.

Time Limitations:

The study will be conducted during the academic year 2024.

Future Studies:

Based on the results of this study, which showed a close relationship between the organizational structure and employee performance, the researcher recommends that others who want to

continue studies on the same topics unify these results in work environments and focus on one of the sub-hypotheses and its relationship to the study questions that were raised.

Recommendations:

- The need to enhance awareness about the importance of the organizational structure and its relationship to employee performance.
- The need to encourage employees to adopt new concepts of organizational structure in institutions.
- The need to provide rules and fundamentals for the organizational structure.
- The researcher proposes to increase specialized cognitive research on this topic.

Conclusion:

In this research, the topic of organizational structure and its relationship to employee performance was explored comprehensively, and each dimension of the variables was analyzed, discussing its implications and effects on management.

This study also aimed to shed light on the organizational structure and its relationship to employee performance due to the importance of this topic for the management of companies and institutions.

This research included the definition of the study problem, objectives, importance, and hypotheses, as well as the comprehensive definition of the research variables and the study sample community, in addition to the statistical analysis.

Through the analysis of the data collected, the research concluded that there is a statistically significant relationship between the organizational structure and its relationship to employee

performance, and this result indicates the extent of the interdependence of the variables of the current research.

A questionnaire was distributed to measure the relationship between the organizational structure and employee performance in Dar Al-Kholoud schools for Quran memorization in Jeddah.

Although this research has provided valuable insights into the organizational structure and its relationship to employee performance, there are still some areas that need further research and investigation.

For example, focusing on the dimensions related to the organizational structure and its relationship to employee performance that were not addressed in the current research.

In general, this research contributes to enhancing the understanding of the topic of organizational structure and its relationship to employee performance and opening new horizons for further exploration and development in this field, and I hope that its results will be useful for researchers and practitioners working in the field of management.

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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

Strongly Disagree	disagreeing	neutral	Agree	strongly agree	phrase
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
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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 ☐

Strongly Disagree	disagreeing	neutral	Agree	strongly agree	phrase
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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