



# Organizational Structure and Job Performance of Private Hospitals in Port Harcourt, Nigeria

NDE, Martin Alphonsus <sup>a\*</sup>, C.O. Ofurum <sup>a</sup>,  
J.E.O. Oshi <sup>a</sup> and Ofiero hor, Ufuoma Earnest <sup>a</sup>

<sup>a</sup> *University of Port Harcourt Business School, Nigeria.*

## **Authors' contributions**

*This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.*

## **Article Information**

### **Open Peer Review History:**

This journal follows the Advanced Open Peer Review policy. Identity of the Reviewers, Editor(s) and additional Reviewers, peer review comments, different versions of the manuscript, comments of the editors, etc are available here: <https://prh.globalpresshub.com/review-history/1641>

**Original Research Article**

**Received: 05/06/2024**

**Accepted: 07/08/2024**

**Published: 23/10/2024**

## **ABSTRACT**

This study investigates the relationship between organizational structure, specifically complexity, formalization, and centralization, and the job performance of employees in private hospitals in Port Harcourt, River State, Nigeria, with technology-in-use as a moderating variable. The study aims to understand how these organizational structural dimensions relate task performance, contextual performance, and employee efficiency, and to identify ways to enhance performance in healthcare settings. The problem statement highlights the challenge of maintaining high performance amidst rigid and centralized structures. A method of quantitative surveys using questionnaire administered to workers from selected private hospitals was deployed. The findings reveal that high complexity negatively affects task performance and contextual performance due to increased cognitive load and role ambiguity, while moderate complexity can enhance employee efficiency through skill development. Excessive formalization was found to stifle creativity and flexibility, leading to lower contextual performance and task performance. Surprisingly, high centralization was associated with increased task performance and contextual performance, it appeared that corrective measures are

\*Corresponding author: Email: [ufuomaeearnest@gmail.com](mailto:ufuomaeearnest@gmail.com);

**Cite as:** Alphonsus, NDE, Martin, C.O. Ofurum, J.E.O. Oshi, and Ofiero hor, Ufuoma Earnest. 2024. "Organizational Structure and Job Performance of Private Hospitals in Port Harcourt, Nigeria". *Asian Journal of Economics, Finance and Management* 6 (1):366-77. <https://journaleconomics.org/index.php/AJEFM/article/view/244>.

taken by the management to mitigate any possible adverse effects of centralization on the task performance and contextual performance of the employees within private hospital. Parh-Goal Theory noted that a supportive leadership addresses these emotional needs by showing concern for the well-being of employees and creating a friendly work environment. This approach is crucial in private hospitals, where the emotional burden of dealing with complex medical cases can affect performance. Further revealed is that the relationship between these structural dimensions were significantly moderated by the effective use of technology, which facilitated better communication, streamlined processes, and supported decision-making. The study concludes that while traditional hierarchical structures may ensure control and consistency, they often impede overall job performance in dynamic healthcare environments. Therefore, among the recommendation is for private hospitals to adopt more flexible, less formalization and decentralized structures, supported by advanced technology, to foster a more responsive and efficient workforce. This approach not only enhances task performance and contextual performance but also improves employee efficiency, ultimately leading to better patient outcomes and organizational success. Future research should explore longitudinal impacts and consider broader geographical contexts to validate these findings.

*Keywords: Organizational structure; job performance; healthcare services; social responsibility.*

## 1. INTRODUCTION

The high rate of health-related issues all over the world is alarming. Governments and individuals are making every effort to curtail the ugly situations. In cognizance of the growing health concern, both public and private hospitals are working hard to ameliorate the problem. Therefore, the quest for improvement of the performance of various hospitals, both public and private is the major goal of the managers of these organizations to meet up with reality on the ground [1]. The main goal of healthcare institutions is to provide high-quality care. Private hospitals, which constitute the majority of healthcare institutions, have a great impact on providing high-quality patient care and improving healthcare delivery to the people.

"In most developed countries, the provision of healthcare services is seen as a social responsibility for the citizens, usually financed by the tax or social security system. For most less-developed countries, however, universal healthcare coverage is still more or less a dream. Consequently, many such countries have turned to the private sector for their healthcare needs, basic healthcare as well as health insurance" [2]. In low-income countries like Nigeria, private services are popular because they "... are often cheap .(and) are adjusted to the purchasing power of the clients, as when partial doses of drugs are sold". However, one of the problems with private services has been the fact that the poor quality of these private sector actors has been reported in many studies on developing countries.

"Since private hospitals constitute the highest number of healthcare institutions, the job performance of employees is an important issue that determines the quality of care and the consequent level of patient satisfaction. Therefore, it is of great importance to understand the relevant factors that enhance job performance of private hospitals. Job performance is a multidimensional concept influenced by organizational, managerial, and team structure characteristics as well as various personal traits. Supportive work environment plays an important role in the provision of high-quality healthcare services" [2].

"The fundamental goal of every organization is to enhance job performance, survival, sustainability, and growth. However, the surest means of maintaining performance, survival, sustainability, and growth of organizations is to have the right human resources in terms of size and quality. This is premise on the fact that in any organization, one of the most valuable assets is considered to be the employees within that organization because their performances are very essential. Employees' performance signifies individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work done" [3].

"It is linked to efficiency as well as goal accomplishments. To utilize organization's human resource fully and augment organizational success, effective employee performance management system is imperative for a business organization. The performance-driven objectives are expected to be aligned with

the organizational policies so that the entire process moves away from being event-driven to becoming more strategic and a people-centric perspective” [4].

“In order to achieve the organization’s goals, it is essential to consistently encouraged high employees’ performance. Employees are considered an important asset for good and effective performance in any organizations. Employees are people who are hired and working on the basis of part time or full time under an employment arrangement, whether it is written or orally expressed” [5]. They are the resources in which other resources depend on to achieve the objectives of the organization and no organization can achieve its objectives without the human factor. Accordingly, [5] stated that improved performance is achieved through the employees in the organization. “When the full potential of human resources is released, an organization can achieve unlimited output, efficiency and effectiveness. It is important, however, to note that not all employees are equal in their working; as they have different modes of working. Some employees have the highest capability regardless of the incentive, while others do not. Nonetheless, if all employees are handled effectively, the results can be greater organizational productivity” [6].

“A good job performance by employee is necessary for the organization, since an organization’s success is dependent upon its employee’s creativity, innovation and commitment” [7]. “For the effectiveness and alignment of employees with the organization’s vision, it is of utmost importance to have leadership and management systems and personnel that are effective and efficient in ensuring business alignment, accountability and sustainability. There is hardly any organization that does not want to achieve enhanced performance and by deciding how to enhance the performance of the organization, employees are placed into different strategic positions to execute the strategies and pursue objectives established by the organization. The placement of organizational members into strategic positions of responsibility with authority as a means to achieving organizational objectives is structuring, hence organizational structure is sine qua non to continuous existence of every organization. Designing a structure that will fit the needs of the organization is a major challenge because an appropriate structure plays important roles in the performance of the employees and

subsequently enhancing the performance of the organization” [8].

“It must be stated that the role of organizational structures in the driving the process of quality service delivery cannot be overemphasized. The importance of organizational structures to any business organization has long been realized and stressed. This realization of the importance of organizational structures to job performance has generated the interest of researchers, understanding organizational structures becomes paramount. Organizational structures occupy a very important place in the management of organizations. Without organizational structures, the organization may not be able to function and perform its goals optimally. Organizational structure is therefore a critical component that drives organizational success. It is used by various organizations as a control mechanism to stimulate employee work outcomes, ensure that the required tasks are performed effectively and efficiently, and to assist the attainment of organizational goals and objectives. It defines the scope of behaviour within an organization, its lines of authority, accountability, and to some extent, the organization’s relationship with its external environment” [9].

“A good structure nevertheless does not by itself produces expected performance. Hence, a structure of an organization affects not only employees’ performance but the overall organizational performance and efficiency of the organization. Poor organization structure aids poor performance irrespective of the ability of the manager”. “Similarly, poor organization structure restricts individual growth, self-fulfillment and psychological health of the workforce resulting in failure, frustrations and conflict which hinders organizational growth and development” [10]. This implies that organizational structure affects employee job satisfaction which ultimately impacts on performance. Therefore, the extent to which an organizational structure reduces ambiguity for an employee and clarifies problems such as what the employee is supposed to do, how the employee is supposed to do it, who the employee reports to, who the employee should meet in the event of problems; in all affects their attitudes to work and equally motivates employees to higher performance. In this same premise, [11] 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”.

The major challenge for managers and scholars therefore is finding the best organizational structure which enhances optimal job performance. Consequently, [11] postulated that all organizations need to pay attention to the suitability of their organizational structures to drive employee performance. But surprisingly, there has been scarce research on the effects of organizational structure on employee job performance focusing on task performance, contextual performance and employee efficiency in this part of the world (Port Harcourt, Rivers State, Nigeria). “Furthermore, there is a long-standing concern that the strategy literature needs a better understanding of the relationship between organizational structure and performance” [12].

### **1.1 Statement of the Problem**

“The health of any population is critical to its survival, and no country in the world deliberately handles issue of healthcare of its citizens lightly, as could be seen in the manner in which nations of the world managed (and still managing) the coronavirus pandemic. However, the issue of job performance in private hospitals has become worrisome owing to the low level of organizational structures. The private hospital in Rivers state plays an essential role in guaranteeing the wellbeing of the citizens. This sector is of high esteem because of its influence in reducing the death rate of its citizens. Nevertheless, in recent time, [13] reported that size and health of private healthcare business was poor in terms of staff strength, the net worth of majority of private health businesses was less than 49 million naira (117,503.18 USD). “The implication of these findings - low staff strength, low patient/client traffic, net worth, and use of rented buildings -is that these are small or medium-size businesses whose yearly expenses included rent for the buildings. The private health sector is suffering high rate of employee turnover, and many are still planning of leaving in the nearest future as a result of organizational structures. The problem of organizational structure has over the period reduced the effective functioning of the firm. This is based on the fact that organizational structure enhances firms’ competitive advantage. Thus, the problem of low organizational structure has reduced the job performance of firms in their various industries.

In recent times, business organizations, in an attempt to adopt the best type of structure to attain maximum performance, have faced a lot of problems. Also, many organizational flaws can be related to an inappropriate structure chosen in order to reach a desired goal. These problems encountered by business organizations in choosing suitable forms of structure are complexities associated with the recent shift from authoritarian to decentralized structures stressing from employee empowerment, inability of managers to identify the best form of structure that should follow strategies adopted by their individual organizations, inability of employees to adapt to existing and changing structures, and the difficulty in maintaining a stable structure as a result of the ever changing business environment and models. These myriads of problems if left unchecked could constitute negative impact on employee’s efficiency and ultimately impact on the organization’s productivity.

An employee is an individual whose actions and inactions within the organization is influenced by both economic and psycho-social factors. Therefore, the complexity, formality and how concentrated the structure an organization operates can either provide frustration or satisfaction to the employees. The structure can either cause the employees to indulge in wasteful organizational practices or provide them with environment for supportive work behaviour. In all these, the overall performance of the employee is at the receiving end.

The problems associated with effective organization structure on employees’ performance are significant issues which have become a major concern. Most employees in the private hospitals quit their work place because of lack of satisfaction, proper work environment and job overload which over the years affected their productivity and invariably affected the overall performance of the private hospitals. This dissatisfaction has over the years increased the rate of employees’ turnover in the health sector. Furthermore, the most tragic aspect of the high turnover rate of this sector due to inappropriate organizational structure is that most of the employees which include doctors, nurses and medical laboratory scientist, who leave the firm do not settle in Nigeria. They travel to advance countries (e.g. Canada and London) where they are more exposed to greater opportunities thus leading to talent loss in the country [14]. Reported a “significant and positive job codification and job performance. However, the

findings on the relationship between organizational structure and job performance still remain inconclusive. Therefore, this study is aimed at examining the effect of organizational structure on job performance of private hospitals in Port Harcourt, Rivers State, Nigeria”.

## 1.2 Aim and Objectives of the Study

The aim of the study is to examine the relationship between organizational structure and employee job performance in private hospitals in Port Harcourt. Specifically, objectives of this study are to:

- i. Determine the relationship between complexity and task performance of Private Hospitals in Port Harcourt.
- ii. Examine the relationship between complexity and contextual performance of Private Hospitals in Port Harcourt.
- iii. Evaluate the relationship between complexity and employee efficiency of Private Hospitals in Port Harcourt.
- iv. Determine the relationship between formalization and task performance of Private Hospitals in Port Harcourt.
- v. Ascertain the relationship between formalization and contextual performance of Private Hospitals in Port Harcourt.
- vi. Determine the relationship between formalization and employee efficiency of Private Hospitals in Port Harcourt.
- vii. Determine the relationship between centralization and task performance of Private Hospitals in Port Harcourt.
- viii. Examine the relationship between centralization and contextual performance of private hospitals in Port Harcourt.
- ix. Evaluate the relationship between centralization and employee efficiency of private hospitals in Port Harcourt.
- x. Determine the moderating influence of technology-in-use on the relationship between organizational structure and job performance of employees of private hospitals in Port Harcourt.

## 2. LITERATURE REVIEW

### 2.1 Organizational Structure

Organizational structure across the world has attracted widespread attention in terms of research and debate among organizational managers and academia and it is very complex to define due to its varying applications by

managers and scholars across disciplines. However, a breakdown of the concept based on this context would be of help to us. Thus, [15] defines “an organization in its simplest form as the collection of persons or groups of people intentionally organized to accomplish an overall, common goal or set of goals”. “A structure is the arrangement of duties for work to be done which is represented by an organizational chart” [16]. “Structure is also defined as the architecture of business competence, leadership, talent, functional relationships and arrangement” (Wolf, 2002). Earlier, Daft (1991) defined organization structure as an enduring configuration of tasks and activities within an organization and [16] expressed that organizational structure is a set of methods through which the organization is divided into distinct tasks and then creates a harmony between different duties. In other words, organizational structure divides the entire organization into distinct parts, and functions and defines the relationships among the various departments specified.

“Organizational structure has to do with how job tasks are formally divided, grouped, and coordinated” [17]. “It deals with the formal system of task and reporting relationships that control coordinate, and motivate employees so that they cooperate to achieve an organization’s goals” [18]. “It consists of job positions, their relationships to each other and accountabilities for the process and sub-process deliverables” [19]. In the same vein, [20] expressed that organizational structure has to do with a system that determines how job tasks are formally divided, grouped and coordinated within an organization. Furthermore, [13] defined “organizational structure as the organization’s formal reporting relationships, allocation of responsibility framework as well as procedures that are carried out among and by the organizational members and components to achieve strategic objectives within the organization”. “Organizational structure is also described as the continuous arrangement of organizational tasks and activities within a system with clear goals” [13].

“Organizational structure reflects the levels within the official hierarchy and determines the control area of managers and supervisors” [21]. “It defines the scope of behaviour within an organization, its lines of authority, accountability and to some extent, the organization’s relationship with its external environment. It therefore, determines the pattern of

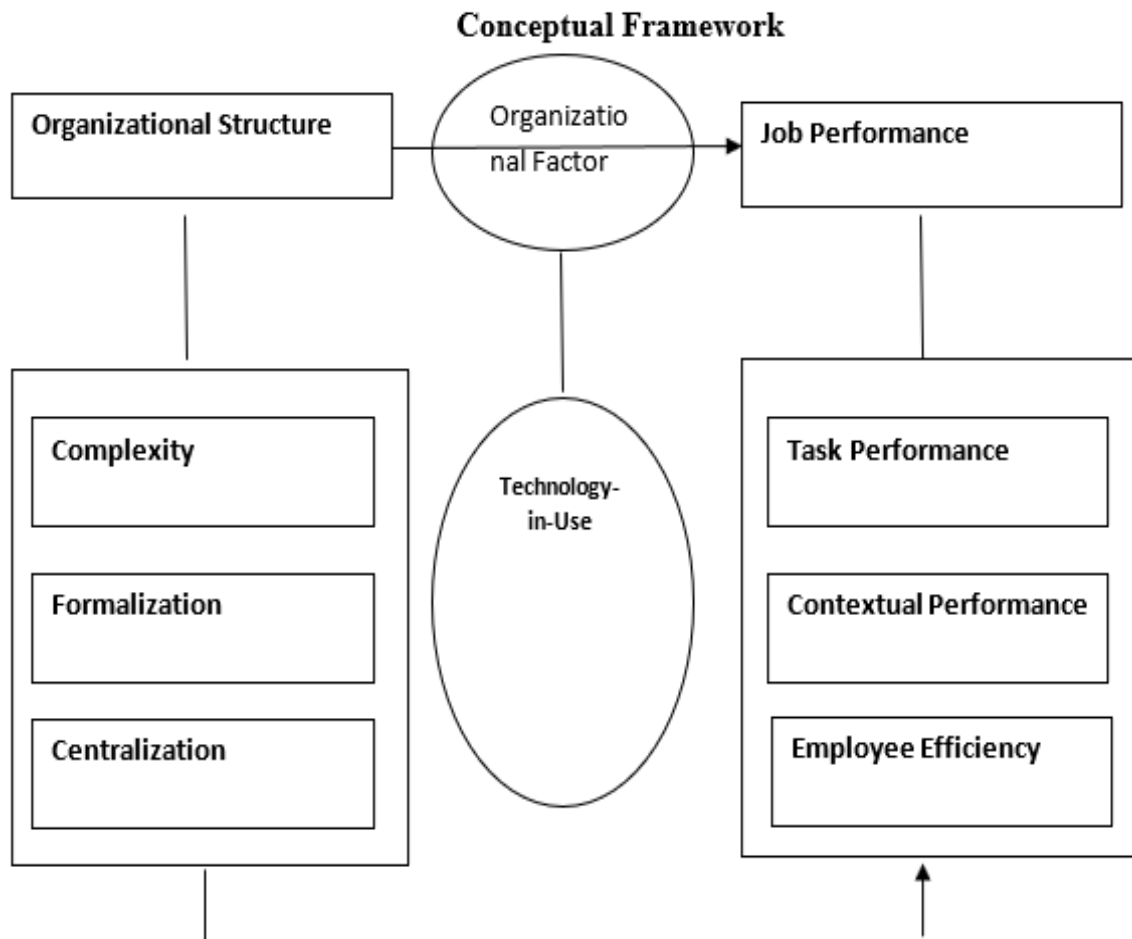
communication as well as the formal lines of interaction between individuals within organizations”.

The working mechanism here is intended to be a formulation of tasks that must be done in the organization in groups into work units. Then the work is distributed to the personnel in the unit according to their respective competencies. From all the above definitions, the organizational structure is a grouping of employees into tasks in which the respective parts have a formal relationship, coordination, and communication to achieve the organizational goals. In other words, it has to do with a formal allocation of work responsibilities and an administrative mechanism to control and integrate work activities within an organization. It is the anatomy of the organization, providing a foundation within which organizations function. Organization structure defines who has responsibility for what roles as

well as documenting the reporting lines within the organization. It, therefore, defines the chain of command, resources and accountability. Designing the structure of an organization goes beyond the definition of the relationships among the parts, but also shows the resources and systems needed to support the desired performance within the organization.

## 2.2 Task Performance

Task performance is the effectiveness with which job occupants execute their assigned tasks, realizes the fulfillment of organization’s vision while rewarding organization and individual proportionately [22]. Werner (1994) expressed that task performance is employee demonstrated skill and behaviour that influences the direct production of goods or services, or any kind of activities that provide indirect supports to organization’s core technical processes.



**Fig. 1. Conceptual Framework of the Relationship between Organizational Structure and Employee Job Performance in Private Hospitals in Port Harcourt**

“Performance in the form of task performance comprises of job explicit behaviours which includes fundamental job responsibilities assigned as a part of job description. Task performance requires more cognitive ability and is primarily facilitated through task knowledge (requisite technical knowledge or principles to ensure job performance and having an ability to handle multiple assignments), task skill (application of technical knowledge to accomplish task successfully without much supervision), and task habits (an innate ability to respond to assigned jobs that either facilitate or impede the performance). In an organizational context, task performance is a contractual understanding between a manager and a subordinate to accomplish an assigned task” [23].

“Task performance is broken into two segments: technical-administrative task performance and leadership task performance. The expected job performance comprising of planning, organizing, and administering the day-to-day work through one’s technical ability, business judgment and so on are called as technical-administrative task performance. Leadership task performance is labeled through setting strategic goals, upholding the necessary performance standards, motivating and directing subordinates to accomplish the job through encouragement, recognition, and constructive criticisms” [23].

## 2.3 Theoretical Framework

The underpinning theories of the study are discussed in this section.

### 2.3.1 The path goal theory

The path goal theory, also known as the path goal theory of leader effectiveness or the path goal model, is a leadership theory developed by [24]. The theory states that a leader’s behaviour is contingent to the satisfaction, motivation and performance of his or her employees. The revised version also argues that the leader engages in behaviour that complement subordinate’s abilities and compensate for inefficiencies. According to this theory, the manager’s job is viewed as guiding workers to choose the best channels to reach their goals, as well as the organizational goals through effective structuring of the organization.

The theory proposes that human beings are more motivated to act and enhance their performance with clear and define goals which

organizational structure plays an important role. The employee must understand what is expected of him to attain the goal. A specific goal gives direction of focus to that specific goal and reduces distractions. Feedback is necessary for measuring progress towards the goal and makes it possible to know whether the level of efforts is adequate and in proper direction or needs corrections so as to enhance employee performance which organizational structure is essentially important. The theory therefore indicates how effective structure in an organization can influence employees’ performance. This is because organizational structure involves efforts towards goals attainment which direct attention to priorities; that is when specific goals are set for workers, it drives their attention to priorities of achieving the goals. This challenge employees to bringing their knowledge and skills to bear and increase their chances of performance and success. The theory confirms the fact that organizational structure affects job performance of employees”.

### 2.3.2 Structural empowerment theory

“Structural empowerment is viewed as the existence of social structures at work that allow individuals to achieve their work goals through access to opportunities, relevant information, support and resources” [25].

According to [25] “these lines of power emanate from formal and informal systems within organizations. Jobs that are highly visible permit discretion or flexibility in how work is accomplished, and are central to the overall purpose of the organization; describe positions that are high in formal power. When positive relationships among superior, peers, and subordinates are encouraged, the resulting alliances confer informal power”.

## 2.4 Empirical Review

In a study based in Malaysia Hospitals, [26] emphasizing the importance of healthcare services to the growth of any given economy, examined the influence of leadership styles and the role of knowledge assets handled by hospital top management teams. The study adopted a methodology of a cross-case research approach with a questionnaire survey. The sample size was five private hospitals and questionnaire was administered to management teams in 164 hospitals. The study revealed that that the hospital industry’s knowledge assets are

extremely unique, particularly in human capital and relational capital. Also, [26] surprisingly, found that doctors are mainly not direct staff of hospital implying a business of partnership engagement between the hospital and the doctors. The study further reported that knowledge assets mediate only the relationship that exist between transactional and transformational leadership styles and hospital performance, but not passive avoidant leadership styles.

Al Wali [27], carried a study “on public hospitals in Iraq with the aim studying the association of innovative work behaviour and job performance of physicians. Objectively, the study quantifies the impact of employees’ dynamic capabilities on innovative work behaviour. Also examined by the study was the moderating role of innovative work behaviour in the relationship between dynamic capabilities and of employees’ job performance”. Al Wali [27] employed “a survey research design and obtained 173 responses out of a total of 332 respondents. The statistical tool used by the study was structural equation modeling via partial least squares (PLS-SEM). The study result showed that innovative work behaviour positively relate with job performance of doctors. Also, found by the study was that employees’ dynamic capabilities are essential factors that explained innovative work behaviour. The study moreover documented that innovative work behavior positively mediates the relationship between dynamic capabilities and job performance among physicians in Iraq’s public hospitals”.

Gaspar [28] considers “health sector as compiles system that exist in an environment that is so dynamic in nature, implying that it does not exist in a vacuum. On that background, the study analysed the three HS organizations, identifying and characterizing the elements of health organizations and the factors related to professionals, determining their influence on economic and financial performance results, as well as results related to the professionals and to the patients comprising the institutions. The study methodology was quantitative approach generating data through questionnaires from various sources to better understand and characterize the factors related to organizations, professionals, and patients (470 health professionals and 768 patients). The study also employed path analysis to examine the integrated evaluation model for the health organisations. The study found that organizational culture presents a positive

relationship between the professional’s quality of life (QL) and the performance management (PM) of the professionals, along with a negative relationship with the psychosocial work risks (PWR). Further revealed by the study was a relationship between the OC and patient satisfaction (PS), professional job satisfaction (PJS), and economic and financial results (EFR). In the relationship between the processes and the results, there are significant relationships between PM and PJS and PWR and PJS. In terms of the results, there is a significant relationship between the EFR and the PS”.

Al-Husban [29] investigated the impact of the quality of medical information systems on the job performance in Private Hospitals in Jordan. The Google forms are designed to generate primary data through questionnaires involving doctors, nurses, pharmacists, and laboratory technicians in private hospitals in Jordan. The study deployed Statistical program (AMOSv24) to test the study hypotheses. The study revealed that ease of use, ease of learning, flexibility, reliability and responsiveness have various degrees of impact on job performance.

From Nigerian setting [30] investigated “the impact hand good on organizational performance in public hospitals in Rivers State. *The study utilized two public hospitals, a cross sectional exploration research design. Data was generated through primary method from 259 sets of questionnaires. The study also used Spearman’s Rank order correlation measure to determine the association between the variables as well as retrogression logical tool in determining the unproductive connections being among the variables. The study found that there is significant relationship with regards to confines hand good videlicet; cerebral good, physical good and social good with organizational performance measures, videlicet; organizational commitment and hand intention to quit the job. The study also believed that the hand good affected organizational performance within the association*”.

Odukwue [31] studied “the effect of talent management and organizational performance of pharmaceutical companies in the Niger Delta, Nigeria”. The study deployed a survey research design and sample size of 332 respondents was conducted using Borg & Gall (1973) formula. A primary data was used and were collected with the help of questionnaire. The data were



analysed using frequency, percentage analysis, and multiple regression analysis. The study revealed that a positive and significant relationship between talent retention, training and development and organizational performance.

### 3. METHODOLOGY

#### 3.1 Research Design

The research design that will be adopted in this study is survey research design vis-à-vis correlational study that examines the relationship between organizational structure and job performance of employees. The time horizon that was adopted was cross-sectional studies while the unit of analysis was on the employees of private hospitals in Port Harcourt.

#### 3.2 Population of the Study

The target population of this study will be 264 private hospitals operating in Port Harcourt. A visit to the 264 private hospitals revealed that 7,920 employees were on record. The population of the study was therefore 7,920 employees made up of both health workers and administrative staff of the private hospitals operating in Port Harcourt.

#### 3.3 Sample and Sampling Technique

A sample is an element drawn from a target population, which indicates a representation of an entire population. Stratified random sampling was used as the sampling technique and data were obtained from respondents from both health workers and administrative staff of the private hospitals operating in Port Harcourt. From the study population of 7,920 from each of the private hospitals operating in Port Harcourt, 381 sample size was derived using Taro Yamane's formula as stated below

$$n = \frac{N}{1 + N(e)^2}$$

Where;

N = Population size = 7920

n = Sample size

e = Level of Precision = 0.05

$$\text{therefore, } n = \frac{7920}{1 + 7920(0.05)^2}$$

n = 381

#### 3.4 Methods of Data Analysis

The responses obtained from the distributed questionnaire will be analyzed within a significance level of 0.05, with the aid of a statistical analysis tool of Statistical Package of Social Sciences version 22. The data will be arranged using frequency values. Pearson Product Moment Correlation will be used to answer research questions 1 to 9, while research question 10 will be answered using partial correlation to determine the effect of moderation variable. The null hypotheses will be tested using sig. value associated with Pearson Product Moment Correlation at 0.05 alpha level of significance.

### 4. RESULTS AND DISCUSSIONS

#### 4.1 Response Rate

The study sample size was 381 personals of Private hospitals in Port Harcourt, Rivers State, Nigeria. At the initial stage, questionnaires yielded a 78% response rate totaling 296 questionnaires answered. In order to mitigate the deficit of 84 respondents more questionnaires beyond the required 381 (100 more questionnaires) were distributed. Hence, 99.7% responses were met and considered adequate according to Mugenda (1999).

#### 4.2 Results

1. The analysis of the relationship between complexity and task performance shows that complexity significantly and negatively relates with task performance of employees of private hospitals in Port Harcourt, Rivers State, Nigeria.
2. Complexity significantly and negatively relates with contextual performance of employees of private hospitals in Port Harcourt, Rivers State, Nigeria.
3. The relationship between complexity and employee efficiency of private hospitals in Port Harcourt, Rivers State, Nigeria is positive and significant.
4. Formalization has significant and negative relationship with task performance of employees of private hospitals in Port Harcourt, Rivers State, Nigeria.
5. The relationship between formalization and contextual performance of employees of

- private hospitals in Port Harcourt, Rivers State, Nigeria is significant and negative.
6. Formalization in this study period significantly and positively associates with employee efficiency of employees of private hospitals in Port Harcourt, Rivers State, Nigeria.
  7. That centralization has significant and positive relationship with task performance of employees of private hospitals in Port Harcourt, Rivers State, Nigeria.
  8. Centralization has a significant and positive relationship with contextual performance of employees of private hospitals in Port Harcourt, Rivers State, Nigeria.
  9. The detailed analysis further revealed that centralization has significant and negative relationship with employee efficiency of employees of private hospitals in Port Harcourt, Rivers State, Nigeria.
  10. Technology-in-use shows significant influence on the relationship between organizational structure and job performance of private hospitals in Port Harcourt, Rivers State, Nigeria.

## 5. CONCLUSION AND RECOMMENDATIONS

### 5.1 Conclusion

The study broad objective was to examine the relationship between organizational structure and employee job performance in private hospitals in Port Harcourt. Based on the findings of this study from the test of nine (10) hypotheses formulated in the Chapter one of this study, the researcher has therefore, come to conclusions as follows:

1. Complexity has a significant and negative relationship with task performance of employees of private hospital. Therefore, complexity as an organizational structure can reduce the task performance, especially when complexity is high.
2. Complexity has an adverse and significant relationship with contextual performance of private hospitals in Port Harcourt. This implied that this type of organizational structure is not potent in job performance measured by contextual performance. High task complexity can pose challenges.

3. Complexity positively relates with employee efficiency of private hospitals in Port Harcourt. It shows that this type of organizational structure potential stimulant of job performance through employee efficiency.
4. Excessive formalization in private hospitals in Port Harcourt, Nigeria, negatively impacts task performance by reducing employee flexibility, creativity, and overall job satisfaction.
5. Excessive formalization in private hospitals in Port Harcourt, Nigeria, significantly hampers contextual performance by limiting employees' discretionary behaviors and collaborative efforts.

### 5.2 Recommendations

The following recommendations have been made based on the findings of this study;

1. The management of private hospitals should design roles that optimize the psychological states of employees. The management should provide a supportive leadership that addresses emotional needs by showing concern for the well-being of employees and creating a friendly work environment
2. In the context of private hospitals, providing sufficient resources can help employees manage complex tasks more effectively, enhancing their contextual performance.
3. The management of private hospitals should pay more attention to impelling factors of job satisfaction and focus on the reasonable demands of medical staff, which will, in turn, improve on employee efficiency

### DISCLAIMER (ARTIFICIAL INTELLIGENCE)

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc) and text-to-image generators have been used during writing or editing of manuscripts.

### COMPETING INTERESTS

Authors have declared that no competing interests exist.

## REFERENCES

1. Cohen G. Role of public-private partnerships in meeting healthcare challenges in Africa: a perspective from the private sector. *The Journal of Infectious Diseases*. 2016 Apr 15;213(suppl\_2).
2. Brugha R, Zwi A. Improving the quality of private sector delivery of public health services: challenges and strategies. *Health Policy and Planning*. 1998;13(2):107-20.
3. Karakas F. Spirituality and performance in organizations: a literature review. *Journal of Business Ethics*. 2010;94(1):89–106.
4. Jena LK, Pradhan RK. Deliverables towards HR sustainability: a conceptual review. *European Journal of Business Management*. 2014;6(23):95–102.
5. Olum Y. Modern management theories and practices. Uganda: Makerere University; 2004.
6. Truong CN. The impact of organizational factors on employees' performance in Vietnamese companies. Vietnamese: University of Economics; 2012.
7. Tanja A, Borka B, Vlado D. The impact of technology-enhanced organizational learning on business performance – an empirical study. *Journal of East European*. 2012;3(4):28-41.
8. Wenxiao B, Yicheng F, Yunju Y, Lijie F. Organizational structure, cross functional integration and performance of new product development team. 13th Global Congress on Manufacturing and Management; 2016.
9. Ahuja K. Personnel management. 3rd ed. New Delhi, India: Kalyani Publishers; 1992.
10. Burton R, Obel B. Strategic organizational diagnosis and design. Boston, MA: Kluwer Academic Publishers; 2009.
11. Ramli AH, Novariani F. Emotional intelligence, organizational commitment and job performance in the private hospital. In International Conference on Management, Accounting, and Economy (ICMAE 2020) 2020 Sep 15 (pp. 280-284). Atlantis Press.
12. Felipe AC. Organizational structure as a determinant of performance: evidence from mutual funds. *Strategic Management Journal*. 2012;33:611–32.
13. Hao Q, Kasper H, Muehlbacher J. How does organization structure influence performance through learning and innovation in Austria and China. *Chinese Management Studies*. 2012;6(1):36-52.
14. Jones A, Richard B, Paul D, Sloane K, Peter F. Effectiveness of teambuilding in organization. *Journal of Management*. 2007;5(3):35–7.
15. McNamera C. Definition of organization. Available: <https://managementhelp.org/organizations/definition.htm>
16. Tran Q, Tian Y. Organizational structure: influencing factors and impact on a firm. *American Journal of Industrial and Business Management*. 2013;3:229-36.
17. Sablynski CJ. Foundation of organizational structure. Available: <http://www.csus.edu/indiv/s/sablynski/ch.14.html>
18. Underdown J. Organizational structures. Available: [http://dept.lamar.edu/industrial/underdown/org\\_mana/org/org\\_structure-George.html](http://dept.lamar.edu/industrial/underdown/org_mana/org/org_structure-George.html)
19. Andrews DC. Is there an organizational structure for our reengineering business operation? *Enterprise reengineering*. Available: [http://file.scirp.org/pdf/AJIBM\\_2013042513413585.pdf](http://file.scirp.org/pdf/AJIBM_2013042513413585.pdf)
20. Robbins SP, Decenzo DA. Fundamentals of management: essential concepts and applications. Upper Saddle River, NJ: Prentice Hall; 2005.
21. Shoghi B, Nazari S. Organizational structure and organizational culture (concepts, definitions and theories). Tehran: Raze Nahan; 2012.
22. Borman WC, Motowidlo SJ. Expanding the criterion domain to include elements of contextual performance. New York: Jossey-Bass; 1993.
23. Conway JM. Distinguishing contextual performance from task performance for managerial jobs. *Journal of Applied Psychology*. 1999;84(3):3–13.
24. Robert W, Olive M. The effect of formal organizational structures on inter-organizational networks: a study on OEMs in the forest technology industry of Northern Sweden. Master thesis, Umea School of Business and Economics; 2013.
25. Kanter RM. Men and women of the corporation. New York: Basic Books; 1977.
26. Hansson M, Hærem T, Pentland BT. The effect of repertoire, routinization and enacted complexity: explaining task performance through patterns of action. *Organization Studies*. 2023;44(3):473-96.
27. Al Wali J, Muthuveloo R, Teoh AP, Al Wali W. Disentangling the relationship between employees' dynamic capabilities, innovative work behavior and job

- performance in public hospitals. International Journal of Innovation Science. 2023;15(2):368-84. Available:<https://doi.org/10.1108/IJIS-01-2022-0012>.
28. Gaspar T, Gomez-Baya D, Guedes FB, Correia MF. Health Management: Evaluating the relationship between organizational factors, psychosocial risks at work, performance management, and hospital outcomes. Healthcare. 2023;11(20):2744.
29. Al-Husban NA, Al-Hawary SIS, Al-Husban DAAO, Abazeed RAM, Al-Azzam BA, AlTaweel IRS, et al. The impact of the quality of medical information systems on job performance in private hospitals in Jordan. In: The Effect of Information Technology on Business and Marketing Intelligence Systems. Cham: Springer International Publishing; 2023. p. 851-67.
30. Chinenye Prisca O, Onuoha BC. Work humanization and employee productivity of private hospitals in Rivers State. Management Sciences; 2022.
31. Odunukwe IE, Okeke IV. Talent management and organizational performance in pharmaceutical companies in Niger Delta, Nigeria. Journal of Education, Humanities, Management and Social Sciences (JEHMSS). 2023;1(2).

**Disclaimer/Publisher's Note:** The statements, opinions and data contained in all publications are solely those of the individual author(s) and contributor(s) and not of the publisher and/or the editor(s). This publisher and/or the editor(s) disclaim responsibility for any injury to people or property resulting from any ideas, methods, instructions or products referred to in the content.

© Copyright (2024): Author(s). The licensee is the journal publisher. This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

*Peer-review history:*  
*The peer review history for this paper can be accessed here:*  
<https://prh.globalpresshub.com/review-history/1641>