



Research Article

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Organisational Structure as a Strategic Enabler of Commercial Bank Employees in Nigeria

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Abstract

The structure is a critical part of organisation design which enhance or mar employee performance in an organisation. This study investigates the effect of organisational structure on employees' performance in selected commercial banks in Nigeria. The study adopted a positivistic research paradigm. One hundred ninety-two employees from three commercial banks, namely Access, Fidelity and Zenith banks in Anambra State, were selected using random sampling. Data collected from employees through a structured questionnaire were analysed using Analysis of Variance through the aid of SPSS version 26. The findings reveal that formalisation has a significant and positive effect on employees' commitment at (F -value=2.233; p -value=0.022). The hierarchical layer in the banks has a significant and positive effect on employees' efficiency at (F -value=0.726; p -value=0.015), while departmentalisation also has a significant and positive effect on employees' service delivery at (F -value=2.142; p -value=0.016). Overall, this study concludes that organisational structure has a significant and positive effect on the performance of employees in commercial banks. Corporate strategists and human resource managers in commercial banks need to leverage organisational structure to enhance employees' commitment, efficiency, and performance and as a strategic enabler for improving the delivery of quality service internally to colleagues and externally to customers.

Keywords: Organisational structure; employee performance; internal structure; organisation design

1. Introduction

In financial institutions, the organisational structure invokes contemporary debates on two critical issues of scholarly interest to both organisational and financial researchers. First, financial researchers and policymakers worry that the main danger in the financial system is that banks and markets are becoming too big to understand or too complex. To avoid a collapse of the financial system, banks need to shrink and be simple (Liu, Norden and Spargoli, 2015). Bankers are displeased

with the view of capping on bank size. They argue that this is inefficient because size and complexity help banks diversify risks and innovate to create additional profit opportunities (Liu, Norden and Spargoli, 2015). Second, organisational researchers are raising questions on how organisational structure influences internal operations and promotes task interdependencies, employee efficiency, and transparency in the workplace such as a bank (Nouri, 2019). Organisational structure impacts how well employees interact and communicate internally to provide internal service to colleagues and deliver external service to customers. Eze, Bello and Adekola (2017:22) assert that “organisation” relates to the word organism. In this regard, it means a body structure divided into different parts held together by a fabric of relationship as one organic whole. In researching organisation structure, scholars need to focus on the well-defined formal system of tasks, patterns of interactions and relationships, and coordination that positively influence how employees use resources to achieve organisational goals (Eze et al., 2017).

The decision to structure an organisation has become paramount and strategic to enable performance at the employee and organisational levels in a volatile, uncertain, complex and ambiguous environment (VUCA) (Muhammad, 2019). In a study of the impact of structural and technical complexity on employee performance in banks in Kenya, Ssemugenyi, Amboka, and Kazibwe (2018) were conscious that a bank is a complex system. A bank is composed of numerous, varied, and simultaneously interacting but interdependent elements. For instance, banks' reaction to the disruptions triggered by the Covid-19 pandemic (e.g. the physical distance, attending to one customer at a time in the banking hall) inconvenienced many customers who queued for an extended period to get banking services. It also affected bank employees who had to work remotely in Anambra State. Commonly, the number of elements and diversity of the elements and their relationships and dynamics inherent in a system constitutes complexity. Banks are complex as they have a variety of sub-systems such the front office activities, which are about the employees' direct interaction with clients and customers of the bank. Another sub-system comprises middle office activities that directly support the people interfacing with clients. Lastly, the back-office activities as a sub-system embrace all the functions in the bank behind the scenes. Ssemugenyi et al. (2018) are conscious that complexity arises from inter-relationship, inter-action, and inter-connectivity of elements within a system, among features that make up the system (micro-level), and among different systems (macro-level). Concisely, complexity is more than understanding that “every intervention, from the simplest to the most complex, has an effect on the overall system, and the overall system has an effect on every intervention” (Jackson & Sambo, 2019).

Stephen and Timothy (2012) posit that structural decisions such as the reconfiguration of relationships, formal division of responsibilities, the grouping of activities and coordination of tasks to get work done in an organisation are some of the most complex decisions for a leader (Ann, Nwankwere, Orga & Igwe, 2015). The organisational structure is *sin-qua-non* to the continuous existence of every firm. Evidence has shown that organisations that adopt a well-defined, appropriate, and aligned structure stands to harness better performance than those that do not (Njiru & Nyamute, 2018).

Organizational structure is a critical antecedent to organisational performance (Njiru & Nyamute, 2018). It affects effectiveness, internal efficiency and interdependencies across-functions in using operational and strategic resources in an organisation (Naser & Mokhtar, 2014). Organisation adaptation to the environment calls for decentralised decision-making authority and rights, reduction of hierarchical levels and enhancement of the flow of information and communication across and within the various organisational levels. Structural flexibility and communication are essential to support rapid decision making and emergent responses to organisational and customer needs in a VUCA (Slevin, 2007).

Scholarly work on organisational structure has evolved from simple forms, characterised by a low degree of departmentalisation, wide spans of control, and centralised authority to increased formalisation. Examples of complex post-bureaucratic structures include matrix, team, and virtual organisations that outsource major business functions. (Njiru & Nyamute, 2018). Extant studies on

organisational structure have focused on various issues in the organisational context. For example, Muhammad (2019) examined the effect of complexity, formalisation, nature of hierarchical and technology on company performance in Indonesia. The analysis of results shows that the organisation's structural complexity and hierarchical levels have a positive but not significant effect on performance.

In contrast, formalisation and technology positively and significantly impact firm performance. In Canada, Greer, Jong, Schouten and Dannals (2017) investigated different explanations for why and when hierarchy helps or hurts team effectiveness. The study showed that hierarchy negatively impacts team effectiveness. Additionally, it revealed that the negative relationship between hierarchy and team performance is exacerbated by team structure (i.e., membership instability, skill differentiation) and the hierarchy itself (i.e., mutability), making hierarchical teams prone to conflict.

Within Nigeria, Adeyoyin, Agbeze-Unazi, Oyewunmi, Adegun, Adewale and Ayodele (2015) examined the effect of job specialisation and departmentalisation on staff job satisfaction in a Nigerian university library. The findings revealed that most of the staff were fully satisfied with their present area of specialisation. It also showed that Cataloguing Section was perceived as the most boring section to work in. Macaulay, Abudu and Eshegberi (2019) examined the impact of organisational structure on organisational commitment in the manufacturing sector in Edo State, Nigeria. Results of the study revealed that line/staff and functional organisational structure are dominant in most manufacturing firms. This study showed that organisational structure does affect the level of employee's commitment in the manufacturing sector. Notably, Ugoani (2021) examined the relationship between departmentalisation and management performance in the banking sector. This study by Ugoani, (2021) showed a positive association between departmentalisation and management performance. While this study is close to the current research, it is slightly different as it exclusively focuses on managerial employees, but also excludes formalisation and hierarchical levels. The present research focuses on employees and managers at different levels to understand the effects of departmentalisation, formalisation and hierarchical layers on employee performance in the commercial banks in Anambra state in Nigeria.

In researching the organisational structure, there are two critical issues for scholars. First, organisational theorists agree that there is no single best way to structure a business. Whether a particular structure is advantageous or disadvantageous for an organisation depends on the type of business, strategy, target market, and management style. Second, the organisational structure needs to respond to external threats and opportunities while supporting the organisational strategy. There is a growing diversity and evolution in how organisations are structured (Njiru & Nyamute, 2018). Given the above issues on organisational structure and banking, the objective of this study is to examine organisational structure and employees' performance in selected commercial banks in Anambra State. The specific objectives of this study are:

1. To investigate the effect of formalisation on employees' commitment in selected commercial banks in Anambra State.
2. To examine the effect of the hierarchical layer on employees' efficiency in selected commercial banks in Anambra State.
3. To evaluate the effect of departmentalisation on employees' service delivery in selected commercial banks in Anambra State.

2. The Concept of Organisational Structure

The scholarly thought on organisational structure has evolved from the pre-bureaucratic (entrepreneurial) structures, which lack standardisation, and are used to solve simple tasks to post-bureaucratic structures. When a workgroup is very small, and face-to-face communication is frequent, formal structure may be unnecessary. However, in a larger organisation, decisions have to be made about delegating various tasks and procedures for assigning responsibilities and decisional powers. Subsequently, bureaucratic structures emerge to ensure a certain degree of standardisation

in an organisation (Nouri,2020). According to Max Weber, the ultimate characteristics of bureaucracy include six issues, namely hierarchy of authority, impersonality, written rules of conduct, promotion based on merit, a specialised division of labour, and efficiency. (Weber, 1948:214). Post-bureaucratic structures in organisations refer to ideas developed since the 1980s that contrast with Weberian bureaucracy or post-bureaucratic organisation, which emphasises decision-making based on dialogue and consensus rather than authority and command. An example of a post-bureaucratic organisation is a network, open at the boundaries and rely on broad decision-making guidelines rather than a hierarchy with decision-making rules.

According to Sablynski (2003), the organisational structure is defined as how jobs are formally divided, grouped and coordinated. In essence, the organisational structure is about how activities such as task allocation, coordination, and supervision are directed toward achieving organisational aims (Nouri, 2020). To put it simply, the structure of an organisation is often characterised by six different elements: work specialisation, departmentalisation, chain of command, the span of control, centralisation and decentralisation, and formalisation. The organisational structure is critical as it influences how workflows in a company. Different designs or structures can help or hinder different strategic objectives and aid or limit employees in their roles. The organisation's structure provides a foundation for internal actors such as employees, leaders, and followers to interact and achieve shared goals. The organisational structure is about setting up a structure or mending an already existing one to suit the organisational environment and create an appropriate line of authority, extending from the top of the organisation to the lowest echelon (Nnabuife, 2009).

As a functional framework, the organisational structure aligns resources with defined objectives in the business strategy and embodies the organisation's culture. As such, the logical framework of organising activities, responsibilities and chain of command directly impacts the capability of an organisation to attract, engage and retain employees (Njiru & Nyamute, 2018). It also helps in laying out and defining priorities through the design of positions which include generalist and specialist roles and how each role fit into the bigger picture of the organisation's activities. More importantly, organisational structure establishes decision making space, rights and powers in a centralised or decentralised model (Al-Qatawneh, 2014). An effective structure is vital in creating conditions for employees to use their highest skills, grow, and enjoy a sense of purpose from the present into the future (Adeoye, 2018).

Stephen Ross and Barry Mitnick (Padilia, 2002), the proponents of agency theory, explain how to utilise the relationship between agents and principals best to attain corporate goals (Njiru & Nyamute, 2018). In this relationship, principals and agents have clearly defined responsibilities where shareholders expect the agents to act and make decisions in the principal's interest. On the contrary, the agent may not necessarily make decisions in the best interests of the principals, and may succumb to self-interest, opportunistic behaviour and falling short of balance between the aspirations of both parties (Padilia, 2002). In such a principal-agent relationship, there is always the potential for conflicts within a firm due to the agents' economic incentives, which are often different from those of the principals (ISDA, 2002). It noted that all companies are exposed to agency problems and, to some extent, develop action plans to deal with them (Bhimani, 2008).

In this study, the principal is the bank or employers, while the agents are the employees. Commercial banks, like any organisation, deal with agency problems related to or triggered by organisation structural issues with implications on how employees interact and coordinate within and across functions to accomplish operational and strategic tasks. When the working condition for employees is rigid, the employee cannot initiate or contribute to the organisation, may feel alienated, less committed and perform poorly or resign.

As there are various elements of organisational structure, this study focuses on three, namely formality, hierarchical layer, and departmentalisation in a commercial bank. The focus on these three aspects of organisational structure is critical in internal and external service delivery as part of the work of bank employees. For this study, formality or formalisation as part of organisational structure is about standardising jobs and rules within the organisation (Agarwal in Demir, 2008). Managers

exert their authority by prescribing rules and procedures that specify what needs to be done by subordinates instead of letting them decide what needs to be done in their work and ensure compliance with the prescribed rules and procedures (Njiru & Nyamute, 2018). An employee in a highly formalised job has little input on how that job is done when it is done or how should it be done.

This study also focuses on the hierarchical level of centralisation and decentralisation. In brief, centralisation is the degree to which decision making is concentrated at a single point. Decentralisation empowers lower-level employees to make decisions (Campion, 2008). The hierarchical structure of organisations promotes division of labour and orderliness. Notwithstanding, it breeds protocols and often negates the desire of an employee to make decisions. Whom you report to or take decisions from affects employees' efficiency. In some organisational structures, such as self-organising teams, decision making and authority is distributed amongst team members. It is key to underscore that decision-making powers and rights promote a sense of belonging that attracts employees' commitment, improves performance, and reduces absenteeism or turnover (Al-Qatawneh, 2014).

This study also focuses on departmentalisation as part of organisational structure. Concisely, departmentalisation is how jobs are grouped to coordinate everyday tasks. For example, jobs or groups of job-related activities can be grouped into functions (e.g. supply chain function, a finance function, a human resource function) (Njiru & Nyamute, 2018). Other bases used by organisations for departmentalisation relate to grouping common tasks together by product, geographically, around process and type of customer it serves. Ugoani (2021) noted that poor departmentalisation in most banking environments in Nigeria is underpinned by outdated bureaucratic management processes which focus mainly on procedures and record-keeping rather than on efficient, effective, and customer-oriented activities. Despite the importance of departmentalisation in organisational performance, there appear to be no recent studies that are trying to promote it, especially in the banking sector of Anambra State.

3. Employee Performance

Although extant studies have been conducted on performance, there is no universally accepted definition of the concept. According to Lebars and Euske (2006), performance is a set of financial and non-financial indicators which offers information on the degree of achievement of objectives and results. Performance is illustrated through a casual model that describes how current action may affect future results. Nwanro (2013) conceived performance as the act of performing, of doing some things using knowledge as distinguished from merely possessing it and any recognised achievement. Performance is a general term used for part or all of the actions or activities of an organisation at a particular time regarding standard amounts such as past or projected costs, based on efficiency, accountability or accountability of management (Muhammad, 2019). Company performance is the work of a person or group of people in an organisation or company based on the duties and authority. Responsibilities are given to people to achieve the goals set by the company legally and do not violate existing laws and norms (Rivai, 2004). This study focuses on an employee's performance, which contributes to organisational level performance.

The essence of performance as a construct is that it helps determine the status of an organisation compared to its competitors. It also enables the assessment of achievement and set future strategies at individual, departmental or organisational levels (Nwokah & Dida, 2015; Nwanro, 2013). Performance can help develop and translate strategy into desired outcome or results, communicate expectations, monitor progress, provide feedback, motivate employees through rewards and sanctions, understand factors that contribute to higher achievements, and direct the allocations of resources. AlMahjob-Jamal (2018) posits that work structure and ethics play vital roles in organisational performance or success as it reflects employees' confidence in their organisation. In this way, it is believed that performance transcends to employees' commitment, transparency,

integrity, organisational reputation and better work processes (AlMahjob-Jamal, 2018). According to Ekienabor and Arilesere (2018), adherence to laid down structural guidelines to work increases productivity (e.g. the practice of work ethics that can promote increased quality of employees' performance).

4. Understanding Formalisation and Employees' Commitment

Formalisation is how rules and procedures are standardised and utilised in an organisation. This links to employees' commitment (Demir, 2008). In terms of organisational structure, formalisation involves using rules, procedures, policies, the hierarchy of authority, written documents, reward systems and other formal mechanisms to influence employee behaviour (Lewis, Goodman & Fandt, 2005). Formalisation becomes necessary to coordinate activities when an organisation grows too complex to control by informal means. In this way, formalisation shows the extent to which written rules, procedures and policies regarding an employee's job are carried out. It is essential to understand that formalisation can cause negative attitudes, such as role ambiguity and role conflict, hindering organisational effectiveness (Demir, 2008). It is crucial to provide adequate information for the effective performance of a given role and avoid role ambiguity. Role conflict arises when employees are prevented from achieving their desire for autonomy. Formalisation conflicts with an employee's desire for autonomy leads to adverse work outcomes such as lower satisfaction, lower organisational commitment and higher work alienation. However, effective formalisation provides top management with more effective control and coordination.

Organisations value commitment among their employees because it is typically assumed to reduce withdrawal behaviour, such as lateness, absenteeism and turnover (Macaulay, Abudu & Eshgeberi, 2019). Akintayo (2010) conceives employee commitment as the degree to which an employee feels devoted to their organisation. For this study, commitment is the relative strength of an employee's identification with a particular organisation. From the foregoing, it is pertinent to state that employee commitment is determined by the nature of organisational structures and formalisation arrangements.

5. Linking Hierarchical Layers with Employees' Efficiency

The more layers in a firm, the more complex the structure becomes, and more difficulty in coordinating and integrating organisational members (Nahm, 2003). There is a recent trend towards flatter organisations, a tacit acknowledgement that complexity will affect flexibility and frustrate an organisation's ability to compete in a dynamic environment. Kubheka, Kholopane and Mbohwa (2013) conceptualised hierarchical layers as management's attempt to empower lower-level employees by giving them decision making discretion. Hierarchy is a fundamental concept in the study of groups or teams and suggests a vertical difference between members in their possession of socially valued resources (Hays & Bendersky, 2015; Anderson & Brown, 2010).

The goal of reducing hierarchies is to empower employees in lower-level positions by enabling them to be involved in decision-making and enhance efficiency (Kubheka, Kholopane & Mbohwa, 2013). Employee efficiency is the ability to deliver products and services cost-effectively without sacrificing quality (Allen & Rai in Odunga, 2016). Employee efficiency occurs when the right combination of people, processes, and technology comes together to enhance any operation's productivity and value while driving down the cost of routine operations to the desired level (Shawk, 2008). Bureaucratic structure restricts employee participation in the decision making of organisations. This type of structure is also criticised as inflexible and time consuming as decisions have to flow down through the top hierarchy before reaching the intended people. In flattened structures, the decision is made quicker, and teamwork is encouraged for more employee's involvement and participation. In this way, everyone feels responsible and part of every action and decision the organisation takes to achieve set goals and maximum profitability. This sense of responsibility impacts efficiency and effectiveness as everyone

strategies or thinks outside of the box. It is vital to understand that hierarchy can benefit and harm team effectiveness or efficiency. In explaining the hierarchy-efficiency relationship, a positive pathway between hierarchy and team efficiency is proposed via processes that improve coordination, integration and alignment of individual member actions towards attaining common goals (Anderson, Srivastava, Beer, Spataro & Chatman, 2006).

6. Departmentalisation and Employees' Service Delivery

In this study, departmentalisation is the grouping of jobs according to some logical arrangement that creates specialisation and expertise and improves service quality (Adeyoyin, Agbeze-Unazi, Oyewunmi, Adegun, Adewale & Ayodele, 2015). Ugoani (2021) conceived departmentalisation as combining related tasks into groups known as departments. Aggregation of units into a bigger unit is a crucial aspect of departmentalisation. As the organisation grows in size and complexity, it is no longer possible for one manager to oversee all of the workers, so workers are assigned to new managers (departmental managers) based on some overall plan.

Departmentalisation is vital in today's banking environment where corporate policies, government regulations, customer requirements, and competition call for performance improvement. It is essential that each organisational department clearly defines what it is expected to achieve. Departmentalisation, therefore, helps explain the result for which each department is responsible (Ugoani, 2021). Lennick (2005) classify various types of arranging the structure of an organisation into functional, product, customer and location departmentalisation.

- Functional departmentalisation is the grouping of jobs that involve the same or similar activities. In a functional structure, who you report to and the boss is apparent.
- Product departmentalisation involves grouping and arranging activities around products or product groups.
- Customer departmentalisation: this structures the organisation's activities to respond to and interact with specific customers or customer groups.
- Location departmentalisation: this form groups jobs based on geographic sites or areas.

This quantitative study seeks to understand how commercial banks' formalisation, hierarchical structure, and departmentalisation affect employee performance. In service organisations such as banks, employees must deliver internal service to fellow employees and customers or clients.

7. Methodology

This study used a positivistic paradigm, descriptive survey design and objective ontology of reality. The positivistic paradigm is appropriate to observe variables without interference or manipulation (Abonyi, Okereke, Omebe & Anugwo, 2006). As shown in table 1, the population of this study is three hundred and sixty-eight (368) staff of the selected commercial banks (Access, Fidelity and Zenith banks) in Anambra State.

Table 1: The population of the study

Banks	Branch Locations	Staff Positions	Staff Strength
Access Bank	Nnamdi Azikiwe University, Awka.	Senior Staff	8
		Junior Staff	11
		Contract Staff	20
		Total	39
	Eke-Awka, Awka	Senior Staff	10
		Junior Staff	13
		Contract Staff	23
		Total	46

Banks	Branch Locations	Staff Positions	Staff Strength
	Regina Caeli Branch, Awka	Senior Staff	9
		Junior Staff	15
		Contract Staff	19
		Total	43
		Access Total	128
Fidelity Bank	Nnamdi Azikiwe University, Awka.	Senior Staff	6
		Junior Staff	13
		Contract Staff	18
		Total	37
	Regina Caeli Branch, Awka	Senior Staff	9
		Junior Staff	12
		Contract Staff	22
		Total	43
	Ziks Avenue, Awka	Senior Staff	7
		Junior Staff	15
		Contract Staff	21
		Total	43
			Fidelity Total
Zenith Bank	Nnamdi Azikiwe University, Awka	Senior Staff	5
		Junior Staff	14
		Contract Staff	23
		Total	42
	K.M. 39, Enugu-Onitsha Expressway, Awka	Senior Staff	8
		Junior Staff	9
		Contract Staff	22
		Total	39
	Ukwu-Orji, Awka	Senior Staff	6
		Junior Staff	11
		Contract Staff	19
		Total	36
		Zenith Total	117
		Grand Total	368

Source: Personnel Officer of the Selected Commercial Banks

8. Sample Size and Sampling Technique

A total of one hundred and ninety-two (192) employees constitute the study's sample size. This sample size was statistically generated using Taro Yamane formula. The employees who participated in this study were selected using random sampling from the total population of 368.

9. Data collection

Data were collected through a questionnaire administered to the selected employees of three banks in Anambra state, Nigeria. The questionnaire used a five-point Likert scale on close-ended format questions for data collection. Cronbach's Alpha found the instruments' internal consistency reliable at .85. As shown in this study, one hundred and ninety-two (192) copies of the questionnaire, out of which one hundred and sixty-six (166) copies that were filled correctly, were retrieved and used for analysis, thus representing an 86% response rate.

10. Method of Data Analysis

The collected data were coded into the Statistical Package for Social Sciences (SPSS) version 26 and analysed using frequency count, percentage, mean ratings on a threshold of 5-point Likert scale. However, the study hypotheses were tested at a 0.05 level of significance using Analysis of Variance (ANOVA).

11. Results

11.1 Effect of Formalisation on Employees' Commitment

The results revealed through a mean score of 3.74 that the arrangement of the bank gives employees a sense of belonging through contributions to decision making. It is equally noteworthy that the mean of 3.56 indicates that rules and procedures guiding work at the banks have enhanced the employees' commitment. In the banks, the formalisation allows the employees of the banks to contribute to some decision-making, giving them a sense of belonging ($x=3.74$). Table 3 presents the analysis and view of employees on the effect of formalisation on their commitment in the three selected commercial banks.

Table 2: Analysis of the effect of formalisation on employees' commitment

Statements	SA-5	A-4	UD-3	D-2	SD-1	N	x
Rules and procedures guiding my work have enhanced my commitment	47	61	12	30	16	166	3.56
The arrangement of my bank has given me a sense of belonging through contributions to decision making	55	43	50	7	11	166	3.74
My bank's operational arrangement enables me to put in more efforts	39	72	13	25	17	166	3.54
Formalisation in this bank breeds role conflict and prevents employees from achieving the target	18	21	19	68	40	166	2.45
Channel of information in this organisation has reduced role ambiguity and enhanced commitment	49	57	26	20	14	166	3.64
Grand Mean							3.386

Source: Field Survey, 2021

The results are explicit that the bank's operational arrangement had enabled employees to put in more effort (mean score of 3.54). However, bank employees rejected the view that formalisation in their banks breed role conflict and prevents employees from achieving their target ($x=2.45$). More importantly, it can be deduced from the table that the channel of communication in the banks is aiding work as it has minimised ambiguity and enhanced commitment ($x=3.64$). In sum, therefore, the grand mean score (3.386) indicates that formalisation has to a large extent positively affected employees' commitment to selected commercial banks in Anambra State.

H_{01} : Formalisation does not have a significant effect on employees' commitment in selected commercial banks in Anambra State.

Table 3 below indicates that the F-value is 2.332 and the p-value is 0.022, which is less than 0.05 level of significance. This result is positive and shows significant effects.

Table 3: Analysis of Variance (ANOVA)

Effect of Formalisation on Employees' Commitment					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.888	4	.472	2.332	.022
Within Groups	39.664	161	.202		
Total	41.552	165			

The small significance value (F. sig<.05) indicates group differences. Since the F- value of 2.332, which has a significance of .022, is less than .05 (i.e .022 < .05), there is a group difference in the level of significant effect formalisation has on employees' commitment to selected commercial banks in Anambra State. This implies that formalisation significantly affects employees' commitment within the selected commercial banks in Anambra State.

11.2 Effect of Hierarchical Layer on Employees' Efficiency

Table 4 presents the analysis and view of employees of the banks regarding the effect of the hierarchical layer on employees' efficiency of selected commercial banks. First, the bank employees' opinion refutes that the bureaucratic structures of their banks restrict them from participating in decision making, thereby discouraging hard work (mean score 2.41). The respondents' corroborated that managerial layers of their banks are very supportive of efficiency at work (x=3.72). As shown in table 4, bank employees uphold that structural protocols encourage result orientated outcomes when discharging their duty (x=3.00).

Table 4: Analysis of the effect of hierarchical layer on employees' efficiency

Statements	SA-5	A-4	UD-3	D-2	SD-1	N	X
The bureaucratic structures of my bank restrict employee's participation in decision making and discourage hard-work	15	23	31	44	53	166	2.41
The managerial layers of this bank are very supportive of my efficiency at work	63	58	8	10	27	166	3.72
The structural protocols encourage result orientated outcomes in a decent manner	37	22	45	29	33	166	3.00
Due to sanctioning mechanism, I am diligent with my services	48	60	51	6	1	166	3.89
The process of getting approval before carrying out a task is affecting my efficiency	9	24	38	76	19	166	2.56
Grand Mean							3.12

Source: Field Survey, 2021

The result further shows that the internal mechanism for sanctioning employees in their workplace enables them to be diligent in their services (x=3.89). Lastly, the results are precise in that employees getting approval before carrying out a task in the banks does not affect employee efficiency. Based on 3.116 as the grand mean, the hierarchical layers positively affected employees' efficiency in selected commercial banks in Anambra State.

H₀₂: Hierarchical layer does not have a significant effect on employees' efficiency of selected commercial banks in Anambra State.

Table 5: Analysis of Variance (ANOVA)

Effect of Hierarchical Layer on Employees' Efficiency					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.210	2	.105	.726	.015
Within Groups	28.695	163	.145		
Total	28.905	165			

From the test conducted, it is evident that the small significance value (F. sig<.05) indicates no group differences. Since the F- value of .726 which has a significance of .015 is less than .05 (i.e .015<.05). This indicates that group difference **exists** on the level of significant effect the hierarchical layer has on employees' efficiency of selected commercial banks in Anambra State.

11.3 *Effect of Departmentalisation on Employees' Service Delivery*

Table 6 presents the analysis of the effect of departmentalisation on employees' service delivery. The results reveal that departments' division of labour enables the employees to deliver quick services (x=3.08). In this study, the employees of the banks have significantly improved their service delivery strategies (x=3.92). Furthermore, this study reveals that departmentalisation clearly defines their roles and helps serve customers better (x=4.21).

Table 6: Analysis of the effect of departmentalisation on service delivery

Statements	SA-5	A-4	UD-3	D-2	SD-1	N	X
Division of labour by departments enables me to deliver my service quickly.	52	34	2	32	46	166	3.08
Through my departmental manager, I have greatly improved on my service delivery strategies	73	41	28	14	10	166	3.92
Departmentalisation gives me a clear definition of my role and how to serve customers better	81	62	1	22	-	166	4.21
Departmental arrangement of my job promotes efficiency	42	54	18	40	48	166	3.66
Organisation Departments eliminates the problem of coordination in service delivery	66	46	21	8	25	166	3.72
Grand Mean							3.718

Source: Field Survey, 2021

Employees of the bank also believe that departmental arrangement promotes efficiency in their job (x=3.66). Lastly, the mean score of 3.72 indicates that the structure of the departments in the banks has helped eliminate the problem of coordination when seeking to deliver service among the employees. The impact on the employee is reflected in the grand mean score of 3.718. This study clearly shows that departmentalisation has significantly and positively impacted employee service delivery in Anambra State selected commercial banks.

H₀₃: Departmentalisation does not have a significant effect on employees' service delivery in selected commercial banks in Anambra State.

Table 7 shows that the F-value is positive at 2.142, and the p-value of 0.016 is less than the 0.05 level of significance. This implies that there is a positive and significant effect.

Table 7: Analysis of Variance (ANOVA)

Effect of Departmentalisation on Employees' Service Delivery					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.623	4	.375	2.142	.016
Within Groups	34.799	160	.216		
Total	37.422	164			

The study revealed that a small significance value ($F_{sig} < .05$) indicates group differences from the test conducted. Since the F-value of 2.142, which has a significance of .016, is less than .05 (i.e. $.016 < .05$), there is a group difference on the level of significant effect departmentalisation has on employees' service delivery selected commercial banks in Anambra State.

12. Discussion of Findings

First, the effect of formalisation on employees' commitment indicates that rules and procedures guiding work at the banks have enhanced the employees' commitment. This formalisation arrangement allows employees to contribute to decision-making, giving them a sense of belonging. To have a sense of belonging is to consider something like yours and trigger commitment. The study also revealed that the bank's operational arrangement enabled the employees to put more effort into their work. This result corroborates the findings of Organ and Greene (2012), who concluded that formalisation provides the basis for organisational commitment.

Interestingly, the results are explicit that formalisation is not breeding role conflict or preventing employees from achieving their target as obtainable in most organisations. This finding suggests a democratic approach and labour division in the banking environment. These findings agree with the views of Lewis, Goodman and Fandt (2005) that formalisation is necessary for the coordination of activities in a complex organisation. Communication channels in the banks are aiding ease of work and have minimised ambiguity.

Second, it is interesting that the bureaucratic structures of the banks neither restrict nor discourage employees from working hard. In other words, it enhances the flow of work. Managerial layers of the banks are very supportive of efficiency at work. This finding contradicts Kubheka, Kholopane and Mbohwa (2013) that bureaucratic structures restrict employee participation in organisations' decision-making. Many organisations are moving away from the bureaucratic structure due to constraints on decision-making speed and narrow decision-space to flatter and self-organising teams. However, banks are few types of organisations not suffering because of bureaucratic structure. It is unique that structural protocols in the bank encourage result orientated outcomes when employees discharge their duty. Arguably, the internal mechanism for sanctioning employees in banks probably enables them to be diligent in their services. Alternatively, fear or avoidance of query induces seriousness and compliance to rules by employees in the bank. It is equally important to underscore that the formalisation process of getting information on a task did not constrain employees' efficiency level. This study asserts that the hierarchical layer has to a greater extent, positively affected employees' efficiency in selected commercial banks in Anambra State.

Lastly, the division of labour by departments in the selected commercial banks is pivotal as it enables quick service delivery and greatly enhances employee service delivery. Gachoki and Rotich (2013) concur that departments' arrangement is crucial in delivering banking services to customers or clients. More importantly, departmentalisation gives employees a clear definition of the department's role and goal in providing internal and external customer service. Departmentalisation of the banks also promotes efficiency and helps eliminate coordination problems in the service delivery chain. It is a strategic enabler. This study reveals that organisational structure enables commercial banks to execute their strategies more efficiently and effectively, aligning the bank more closely with its

objectives and human capital. It is noteworthy that formalisation significantly affects employees' commitment, while the hierarchical layer significantly impacts employees' efficiency in the selected banks. Departmentalisation significantly affects employees' service delivery in a positive way in selected commercial banks in Anambra State. One of the implications of these findings is that human resources practitioners (HR) and departmental leadership in commercial banks need to reinforce participatory approaches to ensure clear understanding by employees of the broad rationale but also specific aspects of formalisation and rules if they are to promote employee commitment evident through undivided loyalty and extra effort. Corporate strategists in commercial banks need to leverage the strategic relevance and power of organisational structure to design and structure their banks to harness employee potential, drive performance, and provide quality internal and external services.

13. Conclusion

This study is valuable as it reveals organisational structure as a strategic enabler for commercial banks to influence employees' performance to deliver internal and external services. It concludes that the formalisation of a commercial bank is very important as it can enhance or mar an employees' commitment. Bureaucratic arrangement in a commercial bank does not make work difficult for employees. Instead, it enhances commitment and result-orientation among bank employees. Notably, commercial banks' hierarchical layer and detailed information positively influence employees' efficiency. In other words, an efficiently run commercial bank has a clear and proper hierarchy of operation, which enhances both employee efficiency and external service delivery to clients. In commercial banks, departmentalisation promotes division of labour such that any negligence of this structural aspect may negatively affect the general performance. This study concludes that organisational structure significantly affects employees' performance in commercial banks.

Consequently, this study emphasises that commercial banks should always ensure that their employees are abreast with their formalisation protocols and can contribute to some decision-making in their day-to-day work and departments. Employee contribution to decision-making and formalisation help eliminate alienation often associated with hierarchy, harness efficiency and build employee commitment to work and employer. This article implores corporate strategists and Human resource practitioners in the commercial banks to leverage organisational structure as a strategic enabler for quality internal service and external service to customers by employees in a VUCA business environment. Future scholars need to adopt a longitudinal design, focus on various banks in different geographical areas, and compare results from banks of different sizes to enrich our understanding of how to leverage organisational structure and drive employee performance in a commercial bank.

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