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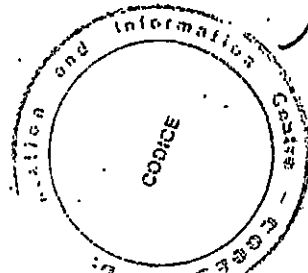
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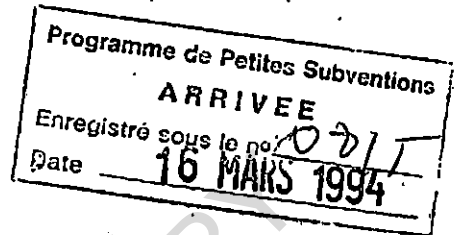# The impact of organisational structure on employee performance : a comparative study

1993

THE IMPACT OF ORGANISATIONAL STRUCTURE ON

EMPLOYEE PERFORMANCE: A COMPARATIVE STUDY.

BY

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BEING A THESIS SUBMITTED IN PARTIAL FULFILMENT
OF THE REQUIREMENTS FOR THE AWARD OF M.Sc.
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LAGOS - NIGERIA.

1993.

QUOTATION

IN THE NAME OF ALLAH, THE BENEFICENT, THE MERCIFUL.

"IF GOD HELPS YOU,

NONE CAN OVERCOME YOU:

IF HE FORSAKES YOU,

WHO IS THERE, AFTER THAT,

THAT CAN HELP YOU?

IN GOD, THEN

LET BELIEVERS PUT THEIR TRUST."

QURAN 3:160

DEDICATION

This Research Project is

DEDICATED TO:

My Loving Wife

Mrs Aisha Adetoro Oyedeji

Whose friendship, patience and understanding

have been highly invaluable,

and

My Little Girl

Miss Fatimah Temitope Oyedeji

who missed "Papa" for some time as

I concentrated on bringing this

project to a conclusion.

ACKNOWLEDGEMENT

My sincere gratitude first goes to the Almighty Allah who has made it possible for me to complete this project. Without Him, nothing can be achieved.

I am greatly indebted to my supervisor whose love for excellence knows no bounds. His invaluable criticism, scholarly and intellectual advice has seen me through.

My sincere gratitude goes to the Council for the Development of Social Science Research in Africa (CODESRIA), Senegal , for making me a beneficiary to its small grants program for Thesis writing.

I really appreciate the kind gesture of Mrs. Grace Egieya and Mr. 'Fatayi Adelakun for their invaluable assistance in the data collection phase of this study.

I shall always remember my Uncle, Mr. G.A. Solabi, who has proved to be worthy of emulation. To my Mother, I say a very big THANK YOU. Eventhough, she does not have the western education, she was the first to agree with me that I should come for this (M.Sc.) programme, inspite of all the odds. "Mama", I owe you a lot.

l also appreciate the moral and unparralleled encouragement of Mr and Mrs Adeyeye. l am indeed very grateful. The list will be incomplete without mentioning my intimate friend, Prince Sulaimon Adeola. You have proved to be good friend indeed.

My deep appreciation also goes to the following people for their concern and kind assistance: Mr Abdul Fatai Owodunni, Tunji Olayiwola, Alhaji R.A.Dauda, Mr Akeem Oyedeji, Mr Oyeniya Taiwo, Mr Surajudeen Durojaiye, Mr Moshood Adeyemo, Mr Wahab Akinjobi and a host of others too numerous to mention. May Almighty Allah reward you all abundantly.

Finally, it is to be noted that any opinions, findings, and conclusions expressed in this project are those of the author and do not necessarily reflect the views of the sponsor or my supervisor. Once again, l thank you Oh! Almighty Allah.

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A B S T R A C T

This study focuses on a new way of looking at organisational structure and its effects on the performance of those within the organisation. Two large firms with different organisational structure were used in this study. Company A (with flat structure) provided 114 samples while company B (with tall structure) provided 121 samples.

Data were collected by the use of questionnaire. The questionnaire has three parts. The first part consists of independent variables . In the second part, there are dependent variables. The third part consists of open-ended questions. Three types of analyses were made use of. In the first, a chi-square analysis was used to examine the overall relationship between the independent variables and measures of the organisational structure. The strength of this relationship was also tested using the contigency co-efficient. Thirdly, Z - statistic was used to test for the difference between the means of organisational structure variables and employee performance variables.

It was found that whether in flat or tall organisation, when employees are clearly informed of their duties in writing, they will put in more effort to increase output. Participation in decisions was also found to be positively related to job satisfaction in both structures. Understaffing of department relative to others departments was found to have a negative effect on the level of output of employees in both organisations. The results suggests that employees in any form of structural set up will use initiative on the job if given the authority that equals the assigned responsibility. The study revealed that formalisation is positively related to job commitment and quality consciousness, different structures notwithstanding. Age of employee was found to be positively related to job satisfaction in flat organisation but negatively related in a tall organisation.

Lastly, since the sample size was somewhat limited, this research should be considered exploratory, and conclusions should be regarded as tentative until tested by further research.

CHAPTER ONE

1.1 INTRODUCTION

This chapter presents a brief discussion of the study. It introduces the purpose of the study. Mention is made of why the chosen of the topic by the researcher and the reasons for choosing the companies used as a case study is given. Research questions are outlined.

Organisational structure enables the organisation to conduct, coordinate, and control its work activities. It is a pattern of interactions and coordination that links not only the human components of the organisation but the technology and the tasks of such organisation to ensure that the organisation accomplishes its purpose.

The early generation of managers of the classical school invented the centralised structure and the line and staff structure as a response to increasing complexity of task and size. The period featured people like Max Weber who presented what he thought was an ideal organisation structure called a bureacracy. This was then seen as one of the keys to employee performance and organisational effectiveness. However, today emerging emperical evidences on organisational structure tend to be saying that there is no one best way to structure an organisation for effectiveness.

1.2 PURPOSE OF STUDY

The purpose of this study is to examine the various impacts of organisational structure on employee performance in Spintex Mills (Nigeria) Limited and ICON LIMITED (Merchant Bankers).

The study is also to be conducted in partial fulfilment of the requirement for the award of an M.Sc degree in Management.

It is my hope that the findings in this study will contribute to the study of Organisational Behaviour and Human Resources Management.

1.3 WHY I HAVE CHOSEN THE TOPIC "THE IMPACT OF ORGANISATIONAL STRUCTURE ON EMPLOYEE PERFORMANCE"

The problem of deteriorating employee performance and frequent cases of business failures has among other reason, being attributed to inappropriate structure of the organisation concerned. Each generation of managers have tried to find out how best they could structure their organisation to achieve desired quantity and quality of output. This is why, new forms of organisation structure are being designed, altered, or changed in response to problems being encountered.

Organisational structure of a business enterprise is the framework within which executive decision making

behaviour takes place. It is the organisational' tool
which impose constraints on individual behaviour and relation-
ship with other people in the organisation. Therefore,
it is important we study the impact of this important
organisational tool on the performance of an equally
important organisational resources - employee.
Hence, the topic: "The Impact of Organisational Structure
on Employee Performance".

1.4 WHY I HAVE CHOSEN SPINTEX MILLS (NIGERIA) LIMITED (COY A) AND ICON LIMITED (MERCHANT BANKERS) (COY B)

These two companies were chosen as the case study
because of the following five reasons.

i. There is an existing author's executive aontact in
both companies.

ii. Research student can achieve maximum cooperation when
he knows someone in the organisation.

iii.The two companies are always ready to assist research
students.

iv. I know that the companies staff strength are adequate
for my study.

v. The information I obtained from the two companies satis-
fied my research need in respect of control for structure
for the purpose of comparative study i.e. Coy A has
flat structure while Coy B has tall structure.

1.5 BRIEF INFORMATION ABOUT SPINTEX MILLS (NIGERIA) LIMITED.

Spintex Mills (Nigeria) Limited (SMN) is a division of Sunflag Group of Companies. Others members of the group are Sunflag (Nigeria) Limited; Blanket Manufacturing Co. (Nig) Limited, Ijora Textile Mills Limited, Kay Industries (Nig) Limited, P.H. Management Consultants (Nig) Limited and Fadama Farms (Nigeria) Limited.

SMN commenced operations in Nigeria in 1981. It was incorporated as a manufacturer of cotton and synthetic spun yarn. It is a private limited company.

ORGANISATIONAL STRUCTURE

The board of directors of Spintex Mills (Nigeria) Limited (SMN) consists of Seven Directors namely: Satyader Bhardwaj (British); A.B.S. Bhardwaj (Kenyan); V.B.S. Bhardwaj (Kenyan); R.B.S. Bhardwaj (Kenyan); Alhaji A. Mai Sango (Nigerian); B.B.Garg (Indian) and Alhaji Chief F.A.Akinpelu (Nigerian). The chairman and Managing Director of the company are Mr Satyyader Bhardwaj and Mr Alok Bhardwaj respectively.

SMN has a factory at L.S.D.P.C. Industrial Estate, Ikorodu. The company has only five levels of management with all departmental heads positions connected directly to the Mills Manager's position. The Mills Manager is responsible for co-ordinating all tasks and for making

final decisions on the assigned problem in the factory from an overall analysis.

The nine departments that reports directly to the Mills Manager include: Administration; Computer/Accounts; Sales/Purchasing/General Store; Ring Frame/Quality Control; Engineering/Project; Electrical; Autoconer; Pre Spinning; and Injection Moulding. This gives the Mills Manager a span of supervision of nine. Each of these departments is headed by a manager. This wide or large spans also exist in other levels of management.

The Organisation Chart of SPINTEX MILLS (NIGERIA) LIMITED is as depicted in Figure 1.1.

FIGURE 1.1   ORGANISATIONAL STRUCTURE OF SPINTEX MILLS NIGERIA LIMITED

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                              ┌──────────────────┐
                              │        MD        │
                              └────────┬─────────┘
                                       │
                              ┌────────▼─────────┐
                              │  Mills Manager   │
                              └────────┬─────────┘
                                       │
   ┌──────┬──────┬──────┬──────┬───────┼──────┬──────┬──────┬──────┐
   ▼      ▼      ▼      ▼      ▼       ▼      ▼      ▼      ▼
```

| Adminis- trative Manager | Computer/ Accounts Managers | Sales/General Store Manager | Ring Frame Quality Control Manager | Engineer- ing Pro- ject Manager | Elec- trica l Mana -ger | Auto- coner Mana- ger | Pre- Spining Mana- ger | Injec- tion Moulding Manager. |

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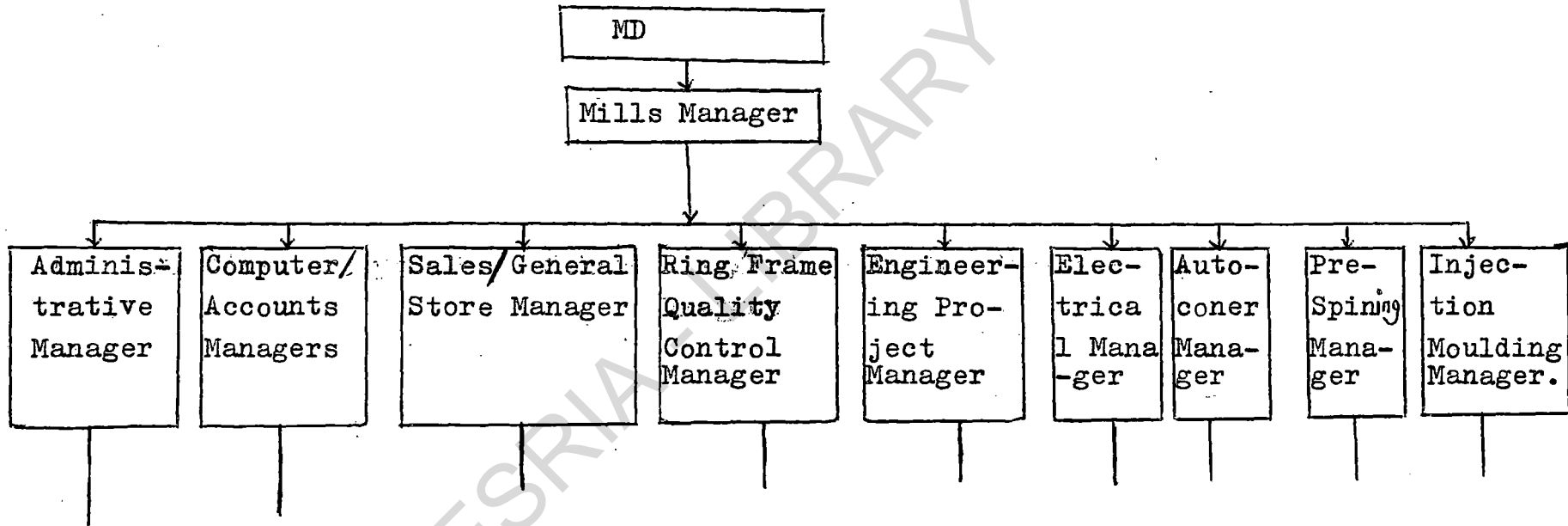
1.6 BRIEF INFORMATION ABOUT THE ICON LIMITED (MERCHANT BANKERS)

The operations of ICON LIMITED (Merchant Bankers) started from two rooms in a section of NIDB offices at Broad Street, Lagos on 11th March, 1975. This was after it was incorporated on the 14th of October, 1974.

The ownership structure of the bank at incorporation was as follows:

NIDB	- 45%
NICON	- 15%
Morgan Guaranty Trust Co. of New York	- 25%
Baring Brothers & Co. Ltd. London	- 15%
	100%

The bank's authorised share capital at incorporation was ₦2 million with ₦1.5 million fully paid up. The 1991 Annual Report of ICON Limited shown that the paid up capital now stands at ₦50.44 Million with authorised share capital being ₦82 million. The position of shareholdings now stands as follows:

Nigerian Industrial Development Bank Limited	- 70%
National Insurance Corporation of Nigeria	- 24%
Other Nigerian Citizens and Associations	- 6%
	100%

ORGANISATIONAL STRUCTURE

The board of directors of ICON LIMITED consists of 10 Nigerians. The chairman and Managing Director of the company are Alhaji S.Y.Kasimu and Mr A.A.Feese respectively.

The organisation's operations has been disperesed throughout the country. ICON LIMITED has offices in Kaduna, Calabar, Kano, Benin and Abuja.

Managements is also effectively decentralised at ICON LIMITED. It has a multi-level organisation structure with a very narrow span of supervision. This facilitates closer control over subordinates.

The services of the company are grouped primarily under two Executives Directors. These groups are each sub-divided into sectors headed by the General Managers. Under each sectors are divisions which are managed by Assistant General Managers. Each divisions are further sub-divided into departments and managed by Managers. This hierarchical structure is followed by the units. All these give rooms for more orderly decision process. The Organisation chart of ICON LIMITED is as depicted in figure...1.2

FIGURE 1.2   ORGANISATIONAL CHART OF ICON LIMITED (MERCHANT BANKERS)
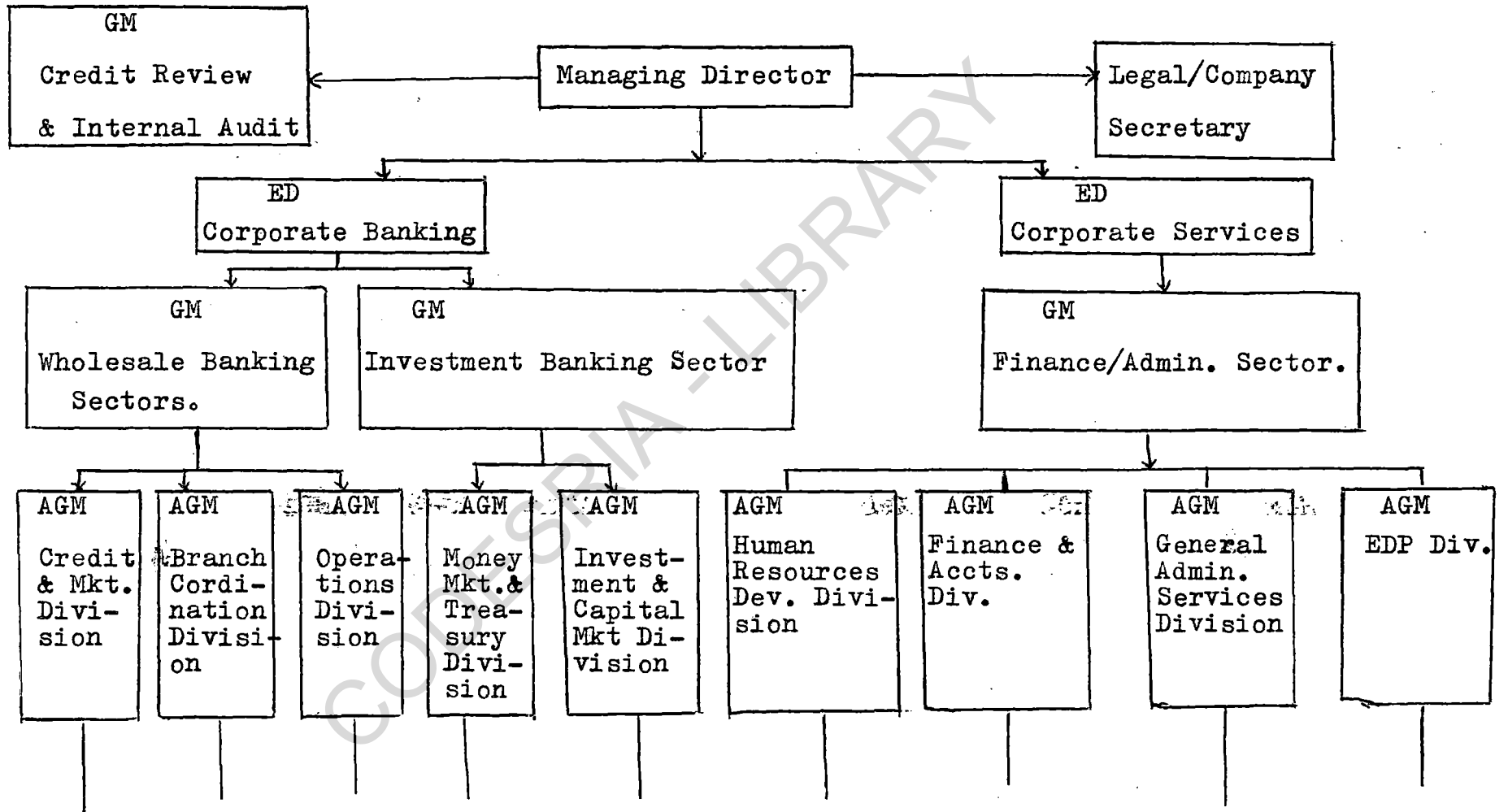
1.7 RESEARCH QUESTIONS

Structure is the organisational device to administer the enlarged activities and resources of an organisation. Organisation design has two aspects: Firstly, the lines of authority and communication between the different administrative offices and officers. Secondly, the information and data that flow through these lines of communication and authority.

The problem of how to structure a totally frictionless organisation is yet to find a permanent place in management. Managers have tried to structure their organisation in such a way as to create a condusive atmosphere for efficient and effective employee performance.

Recent studies of organisation design tend to suggest that the contigency approach is the best. Empirical findings by contingency theorists seem to point to the fact that there is no one best way of designing organisational structure. This present study will try to find out whether the present structure in the two companies used affect employee performance. If so, why?

In this respect, the following questions, need to be answered in this study.

i. Do the head of the departments have qualifications relating to their job?

ii. To what extent can the employee take a decision on

his job without his superior approval?

iii. Are the employees clearly informed of their duties
      in written?

iv. To what extent do the superior officers assign
     tasks to their subordinates in these organisations?

v. To what extent do the employees receive assignments
    without adequate authority to execute them?

vi. Is there any opportunity for employee to participate
     in decisions affecting his department?

vii. To what extent are the individuals evenly distribute
      among the various functions represented in the
      firms?

viii. Do the members of staff of these organisations
       have a specific job schedule?

ix. What is the average span of control in these orga-
     nisations?

x. To what extent is the authority given to employee
    equals his responsibilities.

xi. Do the employees have opportunity to use initiative
     on the job?

xii. To what extent, can being informed of duties, ensure
      increase in the quantity and quality of output?

xiii.   Can inadequae authority on responsibilities lead
        to the displaying of an unusual appearance by
        the employee?

xiv.   To what extent do the job allow employee to
        interact with co-workers?

xv.   Do the employees, feel happy with the supervision
        received on the job?

xvi.   To what extent will the employee perform better
        when working in group?

xvii.   All things considered, are the employees satis-
        fied with their job?.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The purpose of this chapter is to discuss organisa-
tional structure and employee performance with reference
to some literature. Organisational structure is defined.
A brief overview of organisational design theories is
given. This include the classical theory and its criticisms,
the human relations theory, the organisational decision
making theory and the contigency theory. Exploration is
made on what is centralisation and decentralisation. There
advantages and disadvantages are also given. Insight is
provided into the evolution of the organisational structure.
Departmentation is discussed. The steps in the design of
the organisational structure are highlighted. Empirical
evidence on the flat and tall structures are presented.
Readers are shown the practical reasons for delegation.
Suggestions on what an ideal span of control should be are
given. Size is defined, and how to avoid conflict in an
organisation is identified. A conceptual framwork of the
study is presented.

2.2 WHAT IS ORGANISATIONAL STRUCTURE?

According to Brass (1981) Organisation is a network
of interrelated task positions which are assigned to

workers to perform. It is formed whenever the pursuit of
an objective requires the realisation of a task that calls
for the joint efforts of two or more individuals
(Hax and Magluf, 1984). Rice and Mitchell (1973) de-
fined structure as a set of elements and their interrela-
tions. Organisational structure specifies relationships
between individuals which affect the ways in which organisa
tional resources are allocated (Moch, 1976). Mintzberg
(1979) held that the structure of an organisation can be
defined simply as the sum total of the ways in which it
divides its labour into distinct tasks and then achieves
coordination among them. Jackson and Morgan (1978) even
went some steps further when they defined organisational
structure as the relatively enduring allocation of work
roles and administrative mechanisms that creates a pattern
of interrelated work activities, and allows the organisa-
tion to conduct, coordinate, and control its work activitie
Luthans (1985) seems to agree with Jackson and Morgan
(1978) since he also sees Organisation structure as being
more than boxes on a chart. According to him, Organisation
structure is a pattern of interactions and coordination
that links the technology, tasks, and human components
of the organisation to ensure that the organisation accom-
plishes its purpose. Koontz et al (1980) however,
suggested that an organisation structure should be designed
to clarify the environment so that everyone knows who is

to do what and who is responsible for what results; to
remove obstacles to performance caused by confusion and
uncertainty of assignment; and to furnish a decision
making communications network reflecting and supporting
enterprise objectives.

An organisation structure is effective if it facili-
tates the contribution of individuals in the attainment
of enterprise objectives. It is said to be efficient
if it facilitates accomplishment of objectives by people
with the minimum unsought consequences or costs (Koontz
et al, 1980). According to Henri Fayol (1949) the more
an organisation structure reflects the tasks or activities
necessary to attain goals and assists in their coordina-
tion, and the more roles are designed to fit the capabili-
ties and motivations of people available to fill them,
the more effective and efficient an organisation structure
will be.

2.3 A BRIEF OVERVIEW OF ORGANISATIONAL DESIGN THEORIES

Insight will be provided into the four important
design theories namely: The classical Theory; The Human
Relations Theory; The Organisational Desion Making Theory;
and the Contingency Theory.

2.4 THE CLASSICAL THEORY

The central idea of the classical theory is that, regardless of the nature of the organisation, there are certain universal principles that should be followed to obtain a successful performance (Hax and Magluf, 1984). The most significant exponents of this theory are the Bureacratic Model of Weber, the Principles of management and Fayol, and the Scientific Management School of Taylor.

a. The Bureacratic Model of Weber

Organisations that rely primarily on the formalisation of behaviour to achieve coordination are generally reffered to as bureacracies (Mintzbergs 1979). The results of the study (Reimann, 1973) imply that bureacratic structure may conform to the equifinality principle. It was Max Weber who presented what he thought was an ideal organisation structure called a bureacracy. The main features of a bureacracy, according to Weber, are as follows:

i. There are fixed and official jurisdictional areas which are generally ordered by rules.

ii. An hierarchical arrangement of offices (jobs) that is where one level of jobs is subject to control by the next higher level.

iii. Administration is based on written documents known as the files.

iv. Employment and promotion decisions based on merit
and technical competeace.

v. Division of labour practised along functional speciali-
ties.

vi. Impersonal relationships.

vii. The separation of officials from the ownership of
the organisation.

b. <u>The Principles of Management of Henri Fayol.</u>

Cole (1990) stated that Fayol listed the following
fourteen so-called "principles of management" as precepts
which he applied most frequently during his working
life.

1. Division of work - Reduces the span of attention or
effort for any one person or group.
Develops practical and familiarity.

2. Authority - The right to give orders should not be
considered without reference to responsi-
bility.

3. Discipline: Outward marks of respect in accordance
with formal or informal agreements between firm and its
employees.

4. Unity of Command - One man one superior

5. Unity of Direction: One head and one plan for a group
of activities with the same objective.

6. Subordination of individual interests to the general interest. - The interest of one individual or one group should not prevail over the general good. This is s difficult area of management.

7. Remuneration - Pay should be fair to both the employee and the firm.

8. Centralisation - Is always present to a greater or lesser extent, depending on the size of company and quality of its managers.

9. Scalar Chain - The line of authority from top to bottom of the organisation.

10. Order - A place for everything and everything in its place; the right man in the right place.

11. Equity - A combination of kindliness and justice towards employees.

12. Stability of tenure of personnel - Employees need to be given time to settle into their jobs, even though this may be a lenghty period in the case of managers.

13. Initiative - Within the limits of authority and discipline, all levels of staff should be encouraged to show initiative.

14. Esprit de corps - Harmony is a great strength to an organisation; team work should be encouraged.

social classes (Luthans, 1985). or Drucker (1954) pointed
out the common misuses of rules that require reports and
procedures. He thus, suggested that every procedures.
He thus, suggested that every procedural rule be put on
trial for its life at least every five years. Merton
(1957) identified one major behavioural consequence of
bureacratic structuring as the distruption of overall
goal attainment. He argues that the rules required for
the bureacratic organisation make people ignore the actual
objectives that these rules are supposed to advance. This
affects people's personalities to the point where the rules
and discipline become ends in themselves. Selznick (1953)
finds that the units in a bureacratic organisation tend to
develop their own goals which are not necessarily coinci-
dents with the goals of the organisation. He was convinced
that more enlightened organisational concepts, such as
delegation of authority, must be incorporated into burea-
cratic structures in order for them to become workable,
cooperative systems. Gouldner (1954) points to a perverse
behaviour that induces conflict between chief and subor-
dinate. He identified three bureacratic patterns: mock,
representative, and punishment-centered. Evidence from
his research indicated that a punishment-centered bureau-
cracy creates the most tension and generates the most
complaints about dysfunctions such as red tape and imper-
sonality.

Barnard (1938) described it as too descriptive and superficial. He was especially dissatisfied with the classical bureacratic view that authority should come from the top down.

All these critics contradict the priori expectation of . . . the classicist universal principles which is linked with superior performance. However, Mansfield (1973) maintained that the conclusion of the Aston researchers (Pugh et al 1968) that bureacratic type is no longer-useful is somewhat premature.

2.6 THE HUMAN RELATIONS THEORY

The human relations school proposed that the performance of an organisation depends exclusively on the human characteristics and behaviour in an organisational setting. The emphasis is on people as the most crucial factor in determining organisational effectiveness. Management can achieve high performance. When employees see their membership of a work group to be supportive. That is to say when they experience a sense of personal worth and importance from belonging to it. Important subject in the Human Relations School are individual needs, motivation, perceptions, attitudes, values, leadership, informal group behaviour, communications

and so forth (Cole, 1990, Hax and Majluf, 1984; Likert, 1961, 1967) Likert concludes from his study that the maximum performance is attained by means of a participative structure. This idea is built into Likert's view of the ideal organisation structure.

2.7 THE ORGANISATIONAL DECISION-MAKING THEORY

The organisational decision-making theory proposed that individual behaviour must be analysed within the decision making framework provided by the organisation in the rational pursuit of its objectives. Under this perspective, the organisational structure is seen as a set of decision making units in a communication network, and the emphasis is on the actual decision making process, the resolutions of conflict, the coordination among units, and the information flow (Simon, 1976; March and Simon, 1958; Cyert and March, 1963). According to Cyert and March (1963) there are four basic principles of decision making which are; quasi resolution of conflict, uncertainty avoidance, problemistic search and organisational learning.

2.8 THE CONTINGENCY THEORY

This approach reacts against the extreme positions of the earlier schools. The contingency approach does not

turn its face against earlier approaches, but adapts them
as part of a 'mix' which could be applied to an organisa-
tion in a particular set of circumstances. That is to
say, the best organisational design is contingent upon
the environmental conditions that the organisation faces.
Major contributions toward a contingency, or situational
theory of organising have been made by the following
researchers.

a. Burns and Stalker

Burns and Stalker (1961) investigated the relation-
ship between management practices and characteristics of
the external environment. They came up with the mecha-
nistic and organic forms of organisation.

The mechanistic system is characterised by, among
other things, specialised differentiation of tasks, by
individuals viewing their tasks as being distinct from
the whole, by precisely defined rights and obligations,
by a hierarchical structure, by vertical interactions
between the superior and the subordinates, and by having
instructions and decisions come from the superior. These
correspond to the formal organisation of classical
theory.

The organic system, on the other hands is character-
ised by individual performance based on knowledge of the

task of the whole concern, continued redefinition of
tasks, through interaction with others, and a great deal
of lateral interaction and consultation. This roughly
correspond to the informal-participative form of the
human relations school (Gannon, 1977; Kontz et al, 1983;
Hax and Majluf, 1984).

They conclude from this study, that the mechanistic
structure seems to perform better under a relatively
stable environment, while the organic structure appears
to be superior in a turbulent dynamic one.

b. Joan Woodward

Joan Woodward (1965) tries to determine if some
specific structural characteristics could be associated
with superior performance. The study took place in 100
British Manufacturing firms. She distinguishes three
basic technologies: (i) Small-batch and unit production
making such items as special purpose equipment or custom-
made products; (2) large-batch and mess production as,
for example, in the manufacture of items produced in large
quantities on the assembly line, and (3) process or
continuous flow production, such as that found in chemical
firms and oil refineries .

Her conclusion is that some consistent structural
pattern seems to emerge when firms of similar technology

are associated together. She discovered that the more
successful firms in the large-batch and mass production
category were organised in a manner similar to what
Burns and Stalker described as mechanistic.

On the other hand, the small-batch and unit produc-
tion firms as well as the process or continuous flow
production firms were more effective with organic struc-
ture. That is to say, to be effective, organisation
design is contigent on production technology.

In the study by Perrow (1965), it was found that
technology determined certain features of organisational
structure. However, child and Mansfield (1972) concluded
that technology was not strongly related to organisatinnal
structure. According to Stanfield (1976) this confusion
arises because students of complex organisations tend
to generalise their findings to variables they have not
measured and are not explicit about their methods of
classifying variables.

c. Lawrence and Lorsch

The study by Lawrence and Lorsch (1967) gave another
support to the contigency theory. The study focused on
the relative stability of environments. Ten firms were
selected from three industries (plastics, foods, and

containers) on the basis of differing rates of technologi-
cal change and impacts from different sectors of the en-
vironment.

The internal environment of these organisations were
analysed according to the discusions of differentiation
(the difference in cognitive and emotional orientation
among managers in different functional departments) and
integration (the quality of the state of collaboration
that exists among departments that are required to achieve
unity of effort by the demands of the environment).

They also examined how differences in external
environments were related to differences in internal
environments and how these, in turn, were related to the
integrating mechanisms of the organisation.

This study is one of the most important modern works
in organisational design and provides the most widely
accepted platform for the analysis of this problem. It
shows that the performance of firm goes up when the level
of differentiation and integration are responsive to
changes in the environment.

Lawrence and Lorsch discovered that:

1. If the environment is uncertain and heterogeneous,
    then the organisation should be relatively unstructured
    and have widely shared influence among the management
    staff.

2. If the environment is stable and heterogeneous, then a rigid organisation structure is appropriate.

3. If the external environment is very diverse and the internal environment is highly differentiated, then there must be very elaborate integrating mechanisms in the organisation structure.

d. Pradip Khandwalla

Khandwalla (1971, 1973a, b, 1974) used a questionnaire to measure the contigency as well as structural characteristics of seventy-nine American manufacturing firms. He later repeated his study with 103 Canadian firms, with confirming results.

Khandwalla found support for the Lawrence and Lorsch relationship among uncertainty, differentiation, and integration, and like Woodward, he noted that the measures for the high performers fell nearer the means, showing less variance than those for the low performers.

In his 1971 study, he found not a single significant correlation between any single structural variable and performance. He discovered that success seemed to stem, not from the use of any single structural device such as management by objectives, decentralisation etc or the contingency factors such as using a particular technical system, operating in a certain environment or whatever

but from the combination of appropriate ones.

2.9 CENTRALIZATION AND DECENTRALIZATION

Mintzberg (1979) refers to Centralisation as a
situation when all the power for decision making rests
at a single point in the organisation ultimately in the
hands of a single individual. It is the rightest means
of coordinating decision making in the organisation.
A decentralised structure, on the other hand, refers
to the extent that the power is disperesed among many
individuals. According to Koontz et al (1980) to the
extent that authority is not delegated it is centralised
Child (1972) found centralisation of decision making
to be related negatively to structuring.

Luthans (1985) identified three basic types of
centralisation and decentralisation:

The first type is geographic or territorial con-
centration (centralization) or dispersion (decentralisa-
tion) of operations. In other words, the term centra-
lised can be used to refer to an organisation that has
all its operations under one roof or in one geographic
region. On the other hand, the dispersion of an orga-
nisation's operations throughout the country or the
world is a form of decentralization.

The second type is functional centralisation and decentralisation. A separate personnel department that performs personnel functions for the other departments is said to be centralised, However, if the various functional departments handle their own personnel functions, then personnel is considered to be decentralised.

The third type is where the terms centralisation and decentralisation refer to the retention or delegation of decision-making prerogatives or commend. From an organisation theory and analysis standpoint, this third type is the most relevant use of the concepts of centralisation and decentralisation.

According to Luthans (1985) it is not possible to determine whether an organisation is centralised or decentralised merely by looking at the organisation chart. The determining factor is how much of the decision making is retained at the top and how much is delegated to the lower levels. This amount of retention on delegation is not reflected on the organisation chart.

WHY CENTRALISE OR DECENTRALISE A STRUCTURE?

The two reasons variously given in the literature for centralising structures include the lust for power and the need for coordination.

According to Mintzberg (1979) an organisation decentralise simply because all the decisions cannot be understood at one center, in one brain. Another related reason for decentralisation is that it allows the organisation to respond quickly to local conditions. And one last reason for decentralisation is that it is a stimulus for motivation.

CHARACTERISTIES OF DECENTRALISED STRUCTURES

Duncan (1979) stated the following as the characteristics of decentralised structures.

Strenghts

1. Suited to fast change and dynamic growth.

2. High product, project, or program visibility and awareness,

3. Full-time, objectice task orientation

4. Task responsibility pinpointed and clearly communicated to customers or clients.

5. Multiple tasks processed in parallel, easy-to-cross functional lines.

WEAKNESSES

1. Tendency for innovation and growth to be restricted to existing project or functional areas.

2. Difficulty in allocating pooland resources.

3. Difficulty in coordinating and integrating shared functions (for example, purchasing).

4. Deterioration of in-depth competence and expertise - difficulty in attracting technical specialists.

5. Possible internal task conflicts and jurisdictional and priority conflicts.

6. Possible neglect of high level of coordinational integration required in effective organisation.

ADVANTAGES OF DECENTRALISATION

Cole (1990) identified the following as the advantages of decentralisation.

a. It prevents top management overload by freeing them from many operational decisions and enabling them to concentrate on their strategic responsibilities.

b. It speeds up operational decisions by enabling line units to take local actions without reference back all the time.

c. It enables local management to be flexible in their approach to decisions in the light of local conditions; and thus be more adaptable in situations of rapid change.

d. It focuses attention on to important cost and profit-centres within the total organisation, which sharpens management awareness of cost-effectiveness as well as revenue targets.

e. It can contribute to staff motivation by enabling middle and junior management to get a taste of responsibility, and by generally encouraging the use of initiative by all employees.

f. Decentralisation contributes strongly to morale because employees work in an atmosphere of relative freedom from oppressive supervision and have a sense of individual importance and personal responsibility which other types of arrangements often deny them. (Worthy, 1950). Hage and Aiken (1967) have also found that participation in decision making is a better predictor of other structural properties than hieracrchy of authority. This participation has been defined by Connor (1992) as means by which an individual who is affected by decisions influences the making of those decisions.

DISADVANTAGES OF DECENTRALISATION

The main disadvantages of decentralisation as stated by Cole (1990) include:

a. It requires an adequate control and communication system if major errors of judgement are to be avoided on the part of operational management.

b. It requires greater coordination by senior management to ensure that individual units in the organisation are not working against the interests of the whole.

c. It can lead to unconsistency of treatment of customers, clients or public, especially in service industries.

d. It may encourage parochial attitudes in subsidiary units, who may be inclined to look more to their own needs than to those of colleagues in the organisation.

e. It does require a plentiful supply of capable and well motivated managers, able to respond to the increased responsibility which decentralisation brings about.

2.10 EVOLUTION OF THE ORGANISATIONAL STRUCTURE

The pioneer research in this area is due to Alfred
D.Chandler, Jr., a professor of history, who published
in 1962 his book strategy and structure. Chandler
(1962) proposed a thesis that structure follows managerial
strategy. He obtained data from four major companies to
test this thesis. He observes that the change in
structure has followed the strategic change. The firm's
structure has to match the strategy chosen. He believes
that the implementation of a new strategy in the frame-
work of the old structure produces increasing unefficien-
cies and organisational tensions that eventually lead
to the adoption of a new structure. Chandler concluded
that decentralised structure was as a result of manage-
ment strategy. Each company eventually evolved into a
decentralised structure, but for different reasons.

2.11 DEPARTMENTATION

According to Koontz et al (1980) the word depart-
ment designates a distinct area, division, or branch of
an enterprise over which a manager has authority for the
performance of specified activities. Departmentation
is concerned with horizontal organisation on any one
level of the hierarchy, and it is closely related to the
classical bureacratic principle of specialisation

(Luthans 1985). There are several types of departmentation: Time, Number, Function, Geographic, Product, Customers, Market, Process, and services were the recognised bases for departmentation. All these are refer to as single methods of structuring or departmentation. In modern organisation, one finds the combination of two or more structure due to size and complexity of the organisation. This mixed structure can come in the form of General Mixed Structure or Matrix Structure. General Mixed Structure combines any two or more of single structure while Matrix Structure is a form of grouping used by highly technical and diversified organisation. It is the combination of product and functional grouping.

There is no one best way of departmentizing applicable to all organisations and all situations. Managers must determine what is 'best' by the situation they face - the jobs to be done and the way they should be done, the people involved and their personalities, the technology employed in the department, the users being served, and other internal and external environment factors in the situation (Koontz et al 1980).

2.12 STEPS IN THE DESIGN OF THE ORGANISATIONAL STRUCTURE

Hax and Majluf (1984) suggested some steps to be followed in the designing of the organisational structure. The first step is the definition of a basic organisational structure. A second step is the definition of a detailed organisational structure. The design of an organisational structure is completed with the specification of a balance between the organisational structure chosen and the managerial processes that go with it: planning, management control, communication and information, and evaluation and reward.

2.13 FLAT VERSUS TALL STRUCTURES

Worthy's study (1950) of Sears Roebuck and Company was one of the first extensive and a widely accepted empirical study on the effect of flat and tall organisation structure. Worthy maintained, that small organisations had better employee morale and productivity than large organisations. Internally motivated employees reward themselves for successful performance (Moch, 1980). According to Worthy, the advantages of small organisations could be uncorporated into large organisations by using fewer level of administration: that is, a flat organisational structure with a wide span of supervision rather than a tall or multilevel organisation with a very

narrow span of supervision. The bread, flat type of
organisational structure, according to Worthy, made it
possible to do a better job and allowed individuals to
develop and grow in ways that were not possible under
the traditional tall organisational structure.

There has been empirical evidence that raises reas-
onable doubts about the validity of Worthy conclusions.
Meltzer and Salter (1962) categorised their questionnaire
respondents by size of company and by number of levels
of administration within the organisation. The result
of this study contradicts the negative relationship found
by Worthy between the number of organisational levels
and productivity. Porter and Lawler (1964) also disco-
vered that a tall structure was better in producing
security and satisfaction of social needs, while a flat
structure was better for self actualisation. These two
studies concluded that there is no simple relationship
between structure and performance and that a flat orga-
nisation structure was not equivocally superior to a
tall organisation structure.

In the laboratory experiment by Carzo,Jr. and
Yanouzas (1969), it was found that tall organisation
structures were superior on two other measures of perfor-
mance: profits and rate of return on revenues. Apparently,
the greater number of levels in the tall structure pro-
vided for more frequent evaluation of decisions and better

performance on these two variables.

According to Koontz et al (1980), it is difficult
to generalise on wide or narrow spans of management
since there are so many underlying variables to be
considered. There are advantages to one and advantages
to the other. Users must seek balance, or compromise,
to obtain the best total results in the light of the
realities of a given situation.

2.14 DELEGATION

Delegation is the process by which an individual
manager or supervisor transfers part of his legitimate
authority to a subordinate but without passing on the
ultimate responsibility which has been entrusted to
him by his own superior (Cole, 1990).

Cole (1990) stated the following practical reasons
for delegation:

a. Senior managers can be relieved of less important
    or less immediate responsibilities in order to
    concentrate on more strategic duties.

b. Delegation enables decisions to be taken nearer to
    the point of impact and without delays caused by
    reference upwards.

c. Delegation gives managers the opportunity to exper-
    ience decision-making and to live with the

consequences of it.

d. Delegation enables organisations to meet changing
    conditions more flexibly at the boundaries of
    their system.

2.15 SPAN OF CONTROL

Span of control refers to the number of employees
reporting directly to one person. According to Fayol
(1949), Hamilton (1921) and Urwick (1956), man's
available energy knowledge, time and abilities are
confined to narrow limits, he is unable to supervise
the work of more than a few subordinates successfully.

Various writers have attempted to define an ideal
span of control on the basis of observation and
authoritative judgement (Hamilton, 1921; Urwick, 1956)
mathematical analysis of group relations (Graicunas,
1947) and psychological limits of attention (Miller,
1956). These writers suggested between three and
eight subordinates as the ideal span at the executive
level of an organisation.

Among the critics of these writers are Simon,
1957; and Suojanen, 1955 who argued that the span
suggested was based on insufficient evidence. Worthy
1950 also held that the suggested span was much too

narrow. He explained that such span of control will result in tall organisation structure with all its likely problems. Udell (1967) found considerable support for the hypothesis that certain underlying variables influence the span of control.

The span of control or the number of employees reporting directly to one person can vary considerably between one organisation or unit and another. The most significant factors that affect the span include: the policy of top management towards the relative shape of the organisation (flat or tall?), the degree of complexity of the work, and the capabilities of the management concerned. Other factors relate to issues such as cost, hazard and geographical location (Cole, 1990).

2.16 WHAT IS ORGANISATIONAL SIZE?

Blau (1972) defined "size" as the scope of an organisational and its responsibilities. Aldrich (1972) sees it as the scale of operations. Pondy (1969) even held that it is a factor of production. According to KIM - berly (1976) the neo-Weberian structuralists refer to size as a structural characteristics of an organisation. Mayer (1972) considered sixe to be one of several

structural properties of an organisation. Hall (1972)
seems to agree with this view. Pugh et al., (1963)
believed that size is one of several dimensions of an
organisation's context. In this view, size is one
of a number of constraints which together determine
the particular structure of configuration an organisa-
tion is likely to exhibit. It has been found in another
context that job characteristics are important links
between organisation context and individual responses.
(Brass(1981). It was the conclusion of Kimberly (1976)
that size has generally been defined in terms too
global to permit its relation to organisational structure
to be understood adequately.

2.17   HOW TO AVOID CONFLICT IN AN ORGANISATION

Lack of understanding of one assignments and those
of the co-workers can lead to conflict in organisations.
According to Koontz et al (1980) no matter how well
conceived an organisation structure people must under-
stand it to make it work. Understanding is aided
materially by proper use of organisation charts,
accurate job descriptions, the spelling out of authority
and informational relationships, and the introduction
of specific goals to breathe life into positions.
Nicholson and Goh (1983) discovered that role ambiguity

was related to structural variables regardless of work environment. Inadequate feedback on performance constitutes stress to employees, and may also lead to conflict in an organisation. Oyedeji (1990) has found that employees will work better when provided with feedback on their job. Performing to specification is possible when employee is provided with the training he or she needs to do his or her job well. (Oyedeji, 1990).

2.18 THE CONCEPTUAL MODEL OF ORGANISATIONAL STRUCTURE AND EMPLOYEE PERFORMANCE

For the purpose of this study, a conceptual model of organisational structure and employee performance is presented in figure 2.1.

Employee performance = f (Organisational Structure) See figure 2.1.

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Organisational Structure
HOD having relevant Qualification
Formalisation
Lack of Autonomy
Delegation
Participation in decisions
Functional Specificity
Vertical Span
Span of Control
Authority equals responsibili- ties

Employee Performance
Quality of work
Quality of output
Initiative
Work with the Group
Happy with Super- vision
Appearance
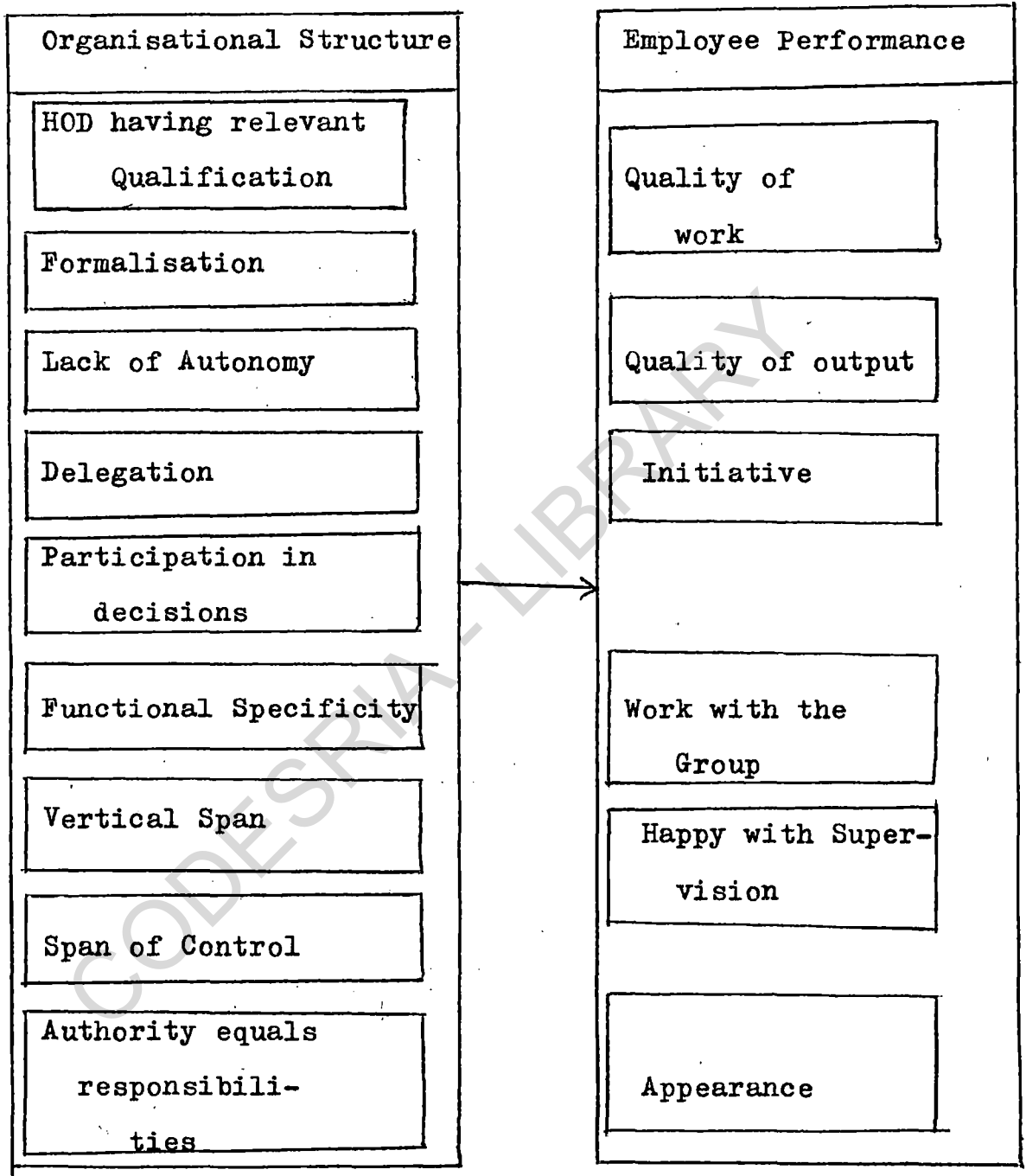
FIGURE 2.1:   The Conceptual Model of Organisational
Structure and Employee performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

In this chapter, instrument development is discussed. The coding procedure is shown. A brief description of the statistical tools used for the analysis is also included. The chapter ends with a general list hypothesis to test.

3.2 INSTRUMENT DEVELOPMENT

The study made use of primary and secondary data. In the secondary data, information about the companies were obtained from their 1991 annual reports and accounts, which is the latest edition, and from other information booklets of the companies given to the researcher. This information was presented in chapter one of the study.

The primary data was collected with the use of questionnaires. The questionnaire was drawn by me with the help of my supervisor. The questionnaire has three parts.

The first part consists of independent variables. Variables in this part include: Age, Sex, Marital Status, Present Position Title, Educational Qualification, Years already spent in the company, and years spent on present job.

In the second part, there are questions on the dependent variables. 1 have items on organisational structure. Organisational structure was measured by ten variables. 1 also have seven items on employee performance. The measures were borrowed from Spencer and Steers' (1981) study. Likert type statements and measures were used to measure all these items. Statements are made in which the respondent was either asked to Strongly agree, Agree, Undecided, Disagree or Strongly Disagree.

The third part of the questionnaire consists of open ended questions. In this part, respondents were asked to list problems identified in the company and profer solutions to such problems. A copy of the questionnaire is attached as Appendix 3.

3.3 CODING PROCEDURE

a. All items in the dependant variables were measured using Likert type of scales. The coding was done as follows:

Response	Code
Strongly Agree	5
Agree	4
Undecided	3
Disagree	2
Strongly Disagree	1

b. Examples of the items used in part two of the questionnaire are:

i. My superior often assigns some of his tasks to me.

```
┌─────────────┬──────────┬──────────┬──────────┐
Strongly      Agree      Undecided  Disagree   Strongly
Agree                                          Disagree
```

ii. 1 usually participate in decisions affecting my department.

```
┌─────────────┬──────────┬──────────┬──────────┐
Strongly      Agree      Undecided  Disagree   Strongly
Agree                                          Disagree
```

iii. 1 have opportunity to use my initiative on my job.

```
┌─────────────┬──────────┬──────────┬──────────┐
Strongly      Agree      Undecided  Disagree   Strongly
Agree                                          Disagree
```

c. The response to items in the demographic section are coded for ease of data analysis. Items that are coded in this part include Marital Status of respondents, Age, Educational Qualification, Years Spent on present job, Years spent in the company, Position title and sex.

Marital Status

RANGE	CODE
Single	1
Married	2
Divorce	3

Age

RANGE	CODE
Below 25yrs	1
25-35yrs	2
35-45yrs	3
Above 45yrs	4

Educational Qualification

RANGE	CODE
WASC/GCE/C&G and below	1
HSC/OND/NCE	2
HND/Degree/Professional	3

Years on Present Job

RANGE	CODE
4 years and below	1
5 - 9 years	2
10 years and above	3

Years Spent in Company

RANGE	CODE
4 years and below	1
5 - 9 years	2
10 years and above	3

Position Title and Sex

RANGE	CODE
Female Manager	FM
Male Manager	MM
Female Supervisor	FS
Male Supervisor	MS
Female Worker	FW
Male Worker	MW

3.4 ANALYTICAL PROCEDURE

After the data were collected, data analysis sheets were prepared. Therein all responses in the part one and two of the questionnaires were coded. The data analysis sheets are used to carry out various statistical findings. The data analysis sheets are attached as appendices 4 and 5.

Five statistical tools were used to analyse the data obtained. They include:

1. PHI COEFFICIENT

This is used to measure the extent to which two variables are related. It is a pseudo correlation coefficient. It will be used to derive chi-square test. Given a 2 x 2 contigency table, the formula is as follows:

Item 1

B	A	A+ B
C	D	C + D
B + C	A + D	N

Item 2

Phi Coefficient = $\dfrac{AC - BD}{(A + B)(C+D)(B+C)(A+D)}$

Source: Gupta,B.N. (1981) Statistics (Theory and Practice). AGRA: Sahitiya Bhawan Publishing Company. p.923.

2. CHI-SQUARE

This is used to test for the independence of one variable to another variable. The formula is derived from phi coefficient as follows:

$X^2 = N(Phi)^2$ where

X^2 = Chi-Square

N = Number of respondents

Phi = Phi-Coefficient.

At 5 per cent significance level, and (row-1)
(Column-1) degree of freedom, the table value of
chi-square distribution in a two-by-two contingency
table is 3.841.

Source: Lucey,T.(1979) Quantitative Technique,
London: DP Publications P.93.

3.   CONTINGENCY COEFFICIENT

This is used to test for the strength of relation-
ship between two variables. The formula is:

$$C.C. = \frac{X^2}{X^2 + N} \quad \text{where}$$

C.C. = Contingency Coefficient

X^2 = Chi-square value

N = Number of respondents

Source: Spiegel M.(1961) Statistics. New York: McGraw-
Hill, P.204.

4.   Z-STATISTIC

Differences Between Means (Large Samples)

This is used to test for the difference between
means of two variables when "n" is large. "n" is
assumed to be large when it is greater than 30 i.e.
$n > 30$. The formula for calculating "Z" is given as
follows:

$$Z = \frac{\bar{X}_1 - \bar{X}_2}{\sqrt{\dfrac{S_1^2}{n_1} + \dfrac{S_1^2}{n_2}}}$$

where $\bar{X}$ = Mean

S = Standard Deviation

n = Number of respondents

At 5 per cent level of significance, the value of Z-score is 1.96 using the normal area table.

Reject the null hypothesis if $Z < -1.96$ or $Z > 1.96$; accept the null hypothesis (or reserve judgement) if $-1.96 < Z \leq 1.96$.

SOURCE: Freund,J.E. and Williams,F.J. (1983) Modern Business Statistics.Englewood Cliffs N.J.: Prentice-Hall Inc. p.239.

5. SIMPLE PERCENTAGE

Items in the demographic data shall be analysed using simple percentage responses.Information obtained from the open ended questions shall also be analysed using simple percentage.

3.5   HYPOTHESES TO TEST

1. "Age of employee" is independent of "All things considered, 1 am satisfied with my job".

2. There is no relationship between "Educational Qualification" and "1 perform better when working in group".

3. The relationship between "years spent on present job" and "receiving assignments without adequate authority to execute them" is not significant.

4. "Year(s) spent in the company" is independent of "1 usually participate in decisions affecting my department".

5. There is no relationship between "Age of employee" and "My superior often assigns some of his tasks to me".

6. "Educational Qualification"is independent of "the authority 1 have equals my responsibilities".

7. The relationship between "year(s) spent on present job" and "All in all, 1 am commited to my present job" is not significant.

8. There is no relationship between "length of service in the company" and "having opportunity to use initiative on the job".

9. The relationship between "Age of employee" and "My superior has to approve any decision 1 make" is not significant.

10. "Year(s) spent in the company" is independent of "appearance of employees".

11. There is no significant relationship between the mean of "1 am always conscious of quality in my job" and "My head of department has qualification relating to my job".

12. The mean difference between "having opportunity to use initiative on the job" and "My superior has to approve any decision 1 make" is not significant.

13. There is no significant relationship between the mean of "1 put in more effort to increase quantity of output" and "being clearly informed of duties in written".

14. There is no significant difference between the mean of "job satisfaction of employees" and "My superior often assigns some of his tasks to me".

15. The mean difference between "Appearance of employees and "receiving assignments without adequate authority to execute them" is not significant.

16. There is no significant difference between the mean of "performing better when working in group" and "participation in decisions affecting department".

17. The mean difference between "1 put in more effort to increase quantity of output" and "My department is understaffed compared to other department" is not significant.

18. There is no significant difference between the mean of "Every member of staff has a specific job schedule" and "feeling happy with the amount of supervision received on the job".

19. There is no significant relationship between the mean of "there are more than five subordinates under one superior" and "the appearance of employees".

20. The mean difference between "having opportunity to use initiative on the job" and "the authority 1 have equals my responsibilities" is not significant.

21. There is no significant difference between the mean of "Job satisfaction of employees" and "participation in decisions affecting department".

22. There is no significant difference between the mean of "1 am always conscious of quality in my job" and "All in all, 1 am commited to my present job".

23. The mean difference between "1 put in more effort to increase quantity of output" and "my job allows me to interact with co-workers" is not significant.

24. There is no significant relationship between the mean of "All in all, 1 am commited to my present

job" and "being clearly informed of duties in written.

25. The mean difference between "My superior has to approve any decision 1 make" and "feeling happy with the amount of supervision received on the job" is not significant.

26. There is no significant difference between the mean of "1 am always conscious of quality in my job" and "having opportunity to use initiative on the job".

27. The mean difference between " 1 feel happy with the amount of supervision 1 receive on my job" and "the authority 1 have equals my responsibilities" is not significant.

28. There is no significant difference between the mean of "having opportunity to use initiative on the job" and "My superior often assigns some of his tasks on me".

29. The mean difference between "My head of department has qualification relating to my job" and "1 feel happy with the amount of supervision 1 receive on my job" is not significant.

30. There is not significant relationship between the mean of "1 am always conscious of quality in my job" and "Every member of staff has a specific job schedule".

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CHAPTER FOUR

THE STUDY AND FINDINGS

4.1 INTRODUCTION

This chapter presents the information on the method of administration of the instrument. The record of instrument administration is shown in tabular form. Readers are shown the characteristics of sample. The analysis and calculation of chi-square test and z-test are shown. General findings on hypotheses tested are discussed. Findings on open ended questions are presented.

4.2 METHOD OF ADMINISTRATION OF THE INSTRUMENT AT SPINTEX MILLS (NIGERIA) LIMITED

1 went with a letter from the head of department, to the above named company on 22nd December, 1992.

1 asked for Mr'Fatayi Adelakun (the Assitant Manager, Group Public Relations). 1 informed him about the need to use their company as a case study if its structure satisfied my research need. He provided the needed information about the structure of their company. 1 informed him that 1 have some questionnaires to distribute to the members of staff. He then took me to Chief Kolawole Ottun, the Group Public Relations Manager.

1 briefed Chief Kolawole Ottun about the purpose of the research and he agreed to cooperate. He took a copy of the questionnaire, and asked Mr Adelekun to personally give all staff a copy each. He filled his own copy and handed it over to me. He later gave me a note to Mr Agbeseyi, the Personnel Manager at Ikorodu factory. Additional 10 filled questionnaires were given to me before leaving. 1 thereafter went to Ikorodu factory.

At the Ikorodu factory, 1 saw the Personnel Administrative Manager, Mr Agbeseyi. He equally agreed to assist. He instructed one of his subordinates Mr Akin Aribilola, the Personnel officer to personally assist in the administration. We went together to all the departments and sections to administer the questionnaires. As at 4.30p.m. 34 respondents had already filled their questionnaires. 1 promised to come on the second day for the remaining copies.

1 called on Mr Fatayi Adelakun again on 23rd December, 1992. He handed over seven filled questionnaires to me. 1 later visited Mr Akin Aribilola at the factory. He equally gave me fifty-five completed questionnaires.

1 was at the factory again on the 28th December, 1992 but Aribilola was not around. 1 was then asked to see Mr Samuel who gave me seven completed questionnaires and six blank copies. He however, expressed his opinion that it may be unproductive coming back again because there was no hope of collecting any more copies.

Be as it may, 1 still called at the factory again on 29th December, 1992. 1 met Mr Akin Aribilola. There were no questionnaires to pick up. However, 1 obtained some additional useful information about the company from Mr Akin Aribilola.

In all, 150 questionnaires were administered. 120 questionnaires were collected back, out of which 114 were filled and 6 unfilled. 30 questionnaires were not returned.

The record of instrument administration is shown in table 4.1.

TABLE 4.1

RECORD OF INSTRUMENT ADMINISTRATION AT COMPANY A: SPINTER MILLS (NIGERIA) LTD.

Visiting Date	Person Contacted	Position	Purpose of Contact	Quest Admin.	No. Colected	% age
22/12/92	Mr Abdul-Fatai Adelakun	Asst.Manager. Group Public Relations Dept.	1.To request for information about the structure of their organisation. 2. Presentation of introduction letter signed by Dr J.O. Oni, we both went to see the Group Public Relations Manager. Chief Kolawole Ottun.			
22/12/92	Chief Kolawole Ottun	Group Public Relations Manager	He went through the letter of introduction and asked me to			

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Visiting Date	Person Cont- acted	Position	Purpose of Contact	Quest Admin.	Number collec- ted	Percen- tage
22/12/92	Mr Agbeseyi	The Per- sonnel/ Admin. Manager.	brief him about the purpose of the study. 1 did just that. He gave his support and instructed Mr.Adelakun to personally assist in administering the questionnaires in the head office. He filled one copy and gave me a note to Mr Agbeseyi at their Ikorodu factory. To deliver the letter from Chief Kolawole Ottun and administer questionnaires. He instructed Mr Akin	20	11	7.3

Visiting Date	Person Contacted	Position	Purpose of Contact	Quest Admin.	Number collected	Percentage
			Aribilola to personally administer the questionnaires for effective response.	130	34	22.7
23/12/92	Mr 'Patai Adelakun.	Assist. Manager	To collect questionnaire.	-	7	4.7
25/12/92	Mr Akin Aribilola	Personnel Officer	To collect questionnaires	-	55	36.6
28/12/92	Mr Akin Aribilola	Personnel Officer	1.To collect questionnaires. 1 learnt he was not around 1 was asked to see Mr Samuel a personnel assistant.	-	7	4.7
			2. Blank copies returned.	-	6	4.0

Visiting Date	Person Contacted	Position	Purpose of Contact	Quest Admin.	Number collected.	Percentag
29/12/92	Mr Akin Aribilola	Personnel Officer	1. To request for the company's organisational chart and staff strenght. 2. To collect more questionnaires.	-	-	-
				150	120	80.0

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4.3 METHOD OF ADMINISTRATION OF THE INSTRUMENT AT ICON LIMITED (MERCHANT BANKERS)

A letter signed by Dr. J.O.ONI was presented to Mrs Lamide Asekun (Manager, Human Resources) on 22nd December 1992. This was done after 1 had obtained relevant information about the structure of the company from Mrs G.I. Egieya and found that the organisation satisfied my research need.

Mrs Lamide Asekun (Manager, Human Resources) read through the letter of introduction and a copy of the questionnaire. Having certified that there was nothing confidential requested for, she agreed that 1 should be allowed to administer the questionnaire to their staff. She requested Mrs Egieya to help get involved personally in the administration. Mrs Egieya promised to do that.

Mrs Egieya asked for the number of questionnaire 1 have to distribute. 1 informed her it was 150 copies. She took them from me and started administering them in my present. 1 was able to collect five filled copies before leaving their office. 1 was asked to come back the following day.

1 was at the company again on 23rd December, 1992. After the necessary formalities at the reception, 1 went in to see Mrs Egieya. She gave me forty-seven questionnaires already collected before my arrival.

1 went back to the organisation on 28th December, 1992

1 was able to collect thirty nine filled questionnaires

from Mrs Egieya. She also handed over twenty-six completed

questionnaires to me on 29th December 1992. 1 was at

the bank again on 30th December 1992. Mrs Egieya gave

me four filled questionnaires and pointed out that no

hope of collecting any more copies. She also gave me two

copies of the company's 1991 Annual report and accounts.

In all, 150 questionnaires were administered. 121

filled questionnaires were collected back. 29 questionnaires

were not returned.

The record of administration is shown in table 4.2

TABLE 4.2

RECORD OF INSTRUMENT ADMINISTRATION AT COMPANY B: ICON LIMITED (MERCHANT BANKERS)

Visiting	Person Contacted	Position	Purpose of Contact	Quest Admin.	Number collected	Percentage
22/12/92	Mrs G.I.Egieya	Asst. Mana- ger (Opera- tions)	1. To request for some information about the struct- ure of their orga- nisation. 2. To inform her that 1 would like to use their organisation as a case study. Mrs Egieya was once a colleague. She took me to Mrs Lamide Asekun. Manager(Human Resources)			
22/12/92	Mrs Lamide Asekun	Manager (Human Resources)	To formerly present the letter of intro-			

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Visiting Date	Person Contacted	Position	Purpose of Contact	Quest. Admin.	Number collected.	Percentage
			duction from the University and a copy of questionnaire so as to get her approval. She requested Mrs Egieya to help get involved personally in the administration. Mrs Egieya promised to do that.	150	5	3.3
23/12/92	Mrs G.I.Egieya	Asst. Manager.	To collect questionnaire	–	47	31.4
28/12/92	Mrs G.I.Egieya	Asst. Manager.	To collect questionnaire	–	39	26.0
29/12/92	Mrs G.I.Egieya	Asst. Manager.	To collect questionnaire	–	26	17.3

Visiting	Person Contacted	Position	Purpose of Contact	Quest Admin.	Number collected	Percentag
30/12/92	Mrs C.I.Egieya	Asst. Manager,	1. To collect questionnaire. 1 was informed that no hope of collecting any more copies. 2. To collect information about the company-Organisational chart and staff strenght inclusive.	-	4	2.7
				150	121	80.7

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4.4 CHARACTERISTICS OF SAMPLE

A total of 500 questionnaires were administered.
150 copies each to company A and Company B. In
company A, 114 copies were completed and returned,
13 are managers representing 11.4 per cent. The
supervisors are 41. This represents 35.97 per cent.
The rest are workers representing 52.63 per cent.
However, in company B, 121 questionnaires were com-
pleted and returned. 28 are managers representing
23.14 per cent. 76 supervisors responded represent-
ing 62.81 per cent. Only 17 workers responded in
company B. This represents 14.05 per cent. The
implication of this distribution is that workers had
the highest response rate in company A while the
supervisors responded most in company B. The distri-
bution is shown in table 4.3.

TABLE 4.3.

DISTRIBUTION OF RESPONDENTS BY POSITION TITLE

Respondents	COMPANY A		COMPANY B		TOTAL	PER-CENTAGE
	Frequency	Percentage	Fre.	Per cen-tage	Fred.	CEN-TAGE
Managers	13	11.4	28	23.14	41	17.45
Supervisors	41	35.97	76	62.81	117	49.79
Junior Workers	60	52.63	17	14.05	77	32.76
Total	114	100	121	100	235	100

TABLE 4.4

DISTRIBUTION BY MARITAL STATUS

	CODE	COMPANY A		COMPANY B	
		FREQUENCY	PERCENTAGE	FREQUENCY	PERCENT
Single	1	41	35.96	51	42.15
Married	2	68	59.65	68	56.19
Divorced	3	1	0.88	1	0.83
No Answer		4	3.51	1	0.83
Total		114	100	121	100

Table 4.4 shows the distribution by marital status. In company A, the respondents who are single are 41 in number. This figure represents 35.96 per cent. The employees who are married are 68 in number or 59.65 per cent. One of the respondents is divorced representing 0.88 per cent. Four of the employees did not provide information as regards their marital status.

In company B, 51 respondents are single representing 42.15 per cent. The respondents who are married are 68 in number. This represents 56.19 per cent. One of the respondents in Company B is also a divorcee representing 0.83 per cent. Only one of the respondents in company B failed to provide information as regards his marital status.

This distribution shows that the highest number of respondents in both companies are married.

TABLE 4.5

DISTRIBUTION BY AGE

RANGE	CODE	COMPANY A		COMPANY B	
		FREQ.	PERCENT.	FREQ.	PERCENTAGE
Below 25yrs	1	15	13.16	8	6.61
25-35 yrs	2	62	54.38	88	72.73
36-45 yrs	3	28	24.56	16	13.22
45 & Above	4	8	7.02	6	4.96
No Answer		1	0.88	3	2.48
Total		114	100	121	100

Table 4.5 shows the distribution of respondents by age. As shown in the table, the respondents whose age fall between 25-35 years responded most in both companies. These represent 54.38 per cent in Company A and 72.73 per cent in Company B. This range is coded 2. This was followed by the employees within the age bracket 36 - 45 years with 24.56 per cent in Company A and 13.22 percent in Company B. Employees whose age fall below 25 years totalled 15 or 13.16 per cent in Company A and 8 or 6.61 per cent in Company B. The number of respondents

whose age are 45 and above is 8 or 7.02 per cent
in company A and 6 or 4.96 per cent in Company B.
The number of those who did not provide information
about their age is 1 or 0.88 per cent in company
A. The distribution shows that there are more
employees between the ages of 25-35 years in both
companies.

TABLE 4.6

DISTRIBUTION BY YEARS ON PRESENT JOB

RANGE	CODE	COMPANY A		COMPANY B	
		FREQUENCY	PERCEN. TAGE	FREQUEN. CY	PERCEN- TAGE
Below 5 years	1	63	55.26	83	68.60
5-9 yrs	2	32	28.07	17	14.05
10 &Above	3	13	11.41	16	13.22
No Answer		6	5.26	5	4.13
Total		114	100	121	100

In table 4.6, we have the distribution of
respondents by years already spent on present job.
Respondents who have spent below 5 years constitute
the highest in both companies. In Company A, we have
63 or 55.26 per cent while there were 83 respondents
representing 68.60 per cent in Company B. This cate-
gory is coded 1. 32 respondents in Company A have

spent between 5-9 years on their present job, while
we have 17 respondents in the same category in company
B. Respondebts who have spent 10 years ahd above on
their present job are 13 or 11.41 per cent in company
A and 16 or 13.22 per cent in company B. The res-
pondents who did not provide any information as re-
gards the number of years already spent on their
present job are 6 and 5 for Comány A and Company B
respectively. This distribution shows that majority
of the employees have spent between (1-4) years on
their present job in both companies.

TABLE 4.7

DISTRIBUTION BY YEARS IN COMPANY

RANGE	CODE	COMPANY A		COMPANY B	
		FREQ.	PERCEN. TAGE	FREQUENCY	PERCENTAGE
Below 5yrs	1	57	50.00	73	60.33
5-9 years	2	34	29.82	28	23.14
10 & Above	3	18	15.79	15	12.40
No Answer		5	4.39	5	4.13
Total		114	100	121	100

From table 4.7, one can observe the patterns of
distribution by years already spent in the company,
by the respondents. In Company A, 50 per cent of the

respondents have spent below 5 years in the company. The percentage of the respondents who have spent below 5 years in Company B is 60.33. There are 34 respondents representing 29.82 per cent who have spent between (5-9) years in Company A, whereas 28 respondents or 23.14 per cent have spent the same period in company B. 18 respondents in Company A and 15 in Company B have spent 10 years and above in their company. These represent 15.79 per cent and 12.40 per cent respectively. 5 respondebts each in Company A and Company B did not provide answer as regards the number of years spent in the company.

This distribution shows that majority of the respondents in both companies have spent below five years in the companies.

TABLE 4.8

DISTRIBUTION BY EDUCATIONAL QUALIFICATION

	CODE	COMPANY A		COMPANY B	
		FREQ.	PERCEN. TAGE	FREQUENCY	PERCEN- TAGE
WASC/GCE and below	1	52	45.62	12	9.92
H.SC/OND/NCE	2	27	23.68	19	15.70
HND/Degree/ Prof.	3	26	22.81	85	70.25
No Answer		9	7.89	5	4.13
Total		114	100	121	100

Table 4.8 shows the respondents distribution by educational qualification. The respondents who possess WASC/GCE or equivalent and below are 52 representing 45.62 per cent in Company A and 12 representing 9.92 per cent in Company B. There are 27 respondents who either has H.S.C., O.N.D. or N.C.E. Certificate in Company A representing 23.68 response rate while 19 respondents representing 15.70 per cent fall within this category in Company B. Those who possess HND, University Degree, and Professional Qualification are 26 constituting 22.81 per cent in Company A and 85 representing 70.25 per cent in Company B. 9 respondents however did not indicate their educational qualification in Company A representing 7.89 per cent whereas 5 respondents representing 4.13 per cent in Company B also did not provide this information.

It is clear from this distribution that majority of the respondebts in Company A have WASC, GCE and below whereas a higher number of respondents in Company B have acquired HND, University Degree or Professional Certificate.

4.5 TEST OF HYPOTHESES AND DISCUSSION OF FINDINGS.

a) THE ANALYSIS AND CALCULATION OF CHI-SQUARE.

Hypotheses number 1 to 10 are tested with the use of Chi-square. The contingency table used was derived from the data analysis sheet. The following is an example of how the hypotheses are tested using Chi-square.

CALCULATION AND ANALYSIS OF PHI AND X
HYPOTHESIS: Ho

"Age of Employee" is independent of "All things considered, 1 am satisfied with my job".

(Var.19)

Age of Employee (Ind.Var.02)		Low (1,2,3)	High (4,5)	Total
	High (3,4)	7	31	38
	Low (1,2)	36	40	76
	Total	43	71	114

Phi Co-efficient $= \dfrac{AC - BD}{\sqrt{(B+A)(C+D)(B+C)(A+D)}}$

A = 31   B = 7   C = 36   D = 40

Phi Coefficient $= \dfrac{(31)(36) - (7)(40)}{\sqrt{(7+31)(36+40)(7+36)(31+40)}}$

$= \dfrac{1116 - 280}{\sqrt{(38)(76)(43)(71)}} = \dfrac{836}{2969.35}$

Phi $= 0.28$

$X^2 = N(Phi)^2 = 114(0.28)^2 = 8.94$

<u>Condition for the Acceptance or Rejection of Hypothesis.</u>

If calculated X^2 is greater than the table value, we reject Ho. df $= (r-1)(C-1) = (2-1)(2-1) = 1$

At 5% level of significance and 1 degree of freedom (df). The tabulated value is 3.841.

<u>DECISION</u>

Calculated value (8.94) is greater than table value (3.841), hence, we reject Ho.

The strenght of the relationship can be shown using coefficient of contingency (CC).

C.C. $= \sqrt{\dfrac{X^2}{X^2+N}} = \sqrt{\dfrac{8.94}{8.94+114}} = 0.27$

b. THE ANALYSIS AND CACULATION OF Z-TEST

Hypothesis number 11 to 30 are tested with z-test for the difference in mean. The procedure for the analysis and calculation of z-test is as follows:

1. HYPOTHESIS: Ho

There is no significant relationship between the mean of "1 am always conscious of quality in my job" and " My head of department has qualification relating to my job".

Ho : $\bar{X}_1 = \bar{X}_2$

H_1: $\bar{X}_1 \neq \bar{X}_2$

	X_1(Var. 3) Quality Consciousness	X_2 (Var.1) HOD having relevant qualification
$\bar{X}$	4.19	3.67
S.d	0.82	1.10
n	113	113

TEST STATISTIC FOR LARGE SAMPLES

$$Z = \frac{\bar{X}_1 - \bar{X}_2}{\sqrt{\dfrac{S_1^2}{n_1} + \dfrac{S_2^2}{n_2}}}$$

$$Z = \frac{4.19 - 3.67}{\sqrt{\dfrac{(0.82)^2}{113} + \dfrac{(1.10)^2}{113}}} = \frac{0.52}{0.129} = 4.03$$

Sampling Distribution

The normal probability distribution is chosen because with n 30, the sampling distribution of means may be considered as approaching the form of normal curve. Hence, the Z-statistic for two independent samples is appropriate.

At 5% level of significance, the z-value is 1.96.

DECISION.

Since z-calculated (4.03) is greater than the table value (1.96), we reject Ho. This means that HOD having relevant qualification can influence employee to be quality conscious.

TABLE 4.9

SUMMARY OF HYPOTHESES TESTED USING CHI-SQUARE FOR COMPANY A (1-10)

	HYPOTHESES TESTED	Calculated X^2	Tabulated X^2	n	L.S.	Phi	C.C
1.	"Age of employee" is independent of "All things considered, 1 am satisfied with my job".	8.94	3.841	114	S	0.28	0.27

HYPOTHESIS TESTED	Calculated x^2	Tabulated x^2	n	L.S.	Phi	C.C.
2. There is no relationship between Educational qualifications "l perform better when working in groups".	1.00	3.841	100	N.S	-0.10	0.10
3. The relationship between" years spent on present job" and "receiving assignments without adequate authority to execute them", is not significant.	3.83	3.841	106	N.S.	0.19	0.19
4. "Year(s) spent in the company" is independent of "l usually participate in decisions affecting my department.	0.13	3.841	104	N.S	0.035	0.0?

HYPOTHESES TESTED	Calculated x^2	Tabulated x^2	n	L.S.	Phi	C.C.
5. There is no relationship betweem "Age of employee" and "My superior often assigns some of his tasks to me".	0.005	3.841	109	N.S	0.007	0.007
6. "Educational Qualification" is independent of "the authority 1 have equals my responsibilities".	0.65	3.841	102	N.S	0.08	0.08
7. The relationship between" year(s) spent on present job" and "All in all, 1 am commited to my present job" is not significant.	0.81	3.841	104	N.S	0.088	0.088

HYPOTHESIS TESTED	Calculated x^2	Tabulated x^2	n	L.S.	Phi	C.C.
8. There is no relationship between" length of service in the company" and "having opportunity to use initiative on the job".	0.48	3.841	108	N.S	0.067	0.067
9. The relationship between "Age of employee" and "My superior has to approve any decision 1 make" is not significant.	0.082	3.841	113	N.S	0.027	0.027
10. "Year(s) spent in the company is independent of appearance of employees"	0.0379	3.841	105	N.S	0.019	0.019

KEY:

X^2 = Chi-Square

n = Number of respondents

L.S. = Level of Significance

Phi = Phi-Coefficient

C.C. = Contingency Coefficient

N.S. = Not significant

S. = Significant

COY A = COMPANY A.

TABLE 4.10

SUMMARY OF HYPOTHESIS TESTED USING CHI SQUARE FOR COY B. (1-10)

HYPOTHESES TESTED	CAL. x^2	TAB. x^2	n	L.S	PHI	C.C.
1. "Age of employee" is independent of All things considered, 1 am satisfied with my job."	0.54	3.841	117	N.S	-0.068	0.068
2. There is no relationship between "Educational Qualification" and "1 perform better when working in group"	1.63	3.841	113	N.S	0.12	0.12
3. The relationship between "year(s) spent on present job" and "receiving assignments without adequate authority to execute them" is not significant.	0.075	3.841	113	N.S.	0.0257	0.0257
4. Year(s) spent in the company" is independent of "1 usually participate in decisions affecting my department.	0.0065	3.841	116	N.S.	-0.0075	0.007"

HYPOTHESES TESTED	CAL. x^2	TAB. x^2	n	L.S.	PHI	C.C.
5. There is no relationship between "Age of employee" and "My superior often assigns some of his tasks to me.	0.12	3.841	118	N.S	-0.032	0.032
6. "Educational Qualification" is independent of the authority 1 have equals my responsibilities."	0.026	3.841	115	N.S	0.015	0.015
7. The relationship between "year(s) spent on present job" and "All in all, l am commited to my present job" is not significant.	0.005	3.841	115	N.S	-0.007	0.007
8. There is no relationship between "length of service in the company" and "having opportunity to use initiative on the job".	0.085	3.841	116	N.S.	0.027	0.027

HYPOTHESES TESTED	CAL x^2	TAB. x^2	n	L.S.	PHI	C.C.
9. The relationship between "Age of employee" and "My superior has to approve any decision I make" is not significant.	1.39	3.841	115	N.S	-0.11	0.012
10. "Year(s) spent in the company" is independent of "appearance of employee".	0.34	3.841	109	N.S	-0.056	0.056

KEY:

x^2 = Chi-square

n = Number of respondents

L.S = Level of significance

Phi = Phi-coefficient

N.S.= Not significant

S = Significant

COY B = Company B.

4.6 GENERAL FINDINGS OF CHI SQUARE AND ITS IMPLICATIONS FOR

THE MANAGEMENT OF COMPANY A AND COMPANY B

1. RESEARCH FINDING ON HYPOTHESIS 1:   "Age of employee"
    is independent of "All things considered 1 am satisfied
    with my job". The calculated score is 8.94 for Coy A.
    This is greater than table value (3.841). Hence, we
    reject the hypothesis. Company B's calculated value
    is 0.54 and less than table value. Hence, we do not
    reject the hypothesis. The implication of the finding
    is that for Company A, "age of employee" is one of the
    determinant of employee level of job satisfaction, while
    for company B, age of employee is not a determinant of
    employee level of job satisfaction. The difference

    in decision could be because of Company A's structure
    which is flat while Company B's structure is tall.

2. RESEARCH FINDING ON HYPOTHESIS 2: There is no relation-
    ship between "Educational Qualification" and "1 perform
    better when working in group". The calculated X^2 scores
    are 1.00 for company A, and 1.63 for company B. These
    are less than table value (3.841). Hence, the hypothesis
    is not rejected for both companies. This implies that
    employee levels of education attainment is not a deter-
    minant of whether employee will perform better when
    working in group or not. An indication is that structure
    of the company is silent over the variables manipulated.

3. RESEARCH FINDING ON HYPOTHESIS 3: The relationship between "years spent on present job" and receiving assignments without adequate authority to execute them" is not significant. The caluclated score for company A is 3.83 and B's calculated score is 0.075. These are less than table value (3.841). Hence, the hypothesis is not rejected for both companies. This implies that the number of years spent on the present job does not guarantee employee having assignments with adequate authority to execute them. Structure may be said not to play any role in this regard as decision rule are the same.

4. RESEARCH FINDING ON HYPOTHESIS 4: "Years spent in the company is independent of "1 usually participate in decisions affecting my department". The calculated X^2 score for company A and Coy B are 0.13 and 0.0065 respectively. Both scores are less than table value which is 3.841, hence the hypothesis is not rejected for both companies. The implication is that length of service in the companies does not guarantee employees participation in decisions affecting their department. This shows that structure of the companies is silent over the variable manipulated.

5. RESEARCH FINDING ON HYPOTHESIS 5: There is no relation-ship between "Age of employee" and "My superior often

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assigns some of his taks to me". Company A's calcula-
ted X^2 score (0.005) is less than table value (3.841),
while B's calculated score (0.12) is also less than
the table value score (3.841). Hence, the hypothesis
is not rejected for both companies. The strenght of
the relationship was estimated using contingency coe-
fficient and found to be 0.007 for Company A and 0.032
for Company B. The result implies that age of
employee is not a pre-requisite for assignment of tasks
to the employee by his superior. Structure may be
said not to play any role in this regard as decision
rule are the same for both companies.

6. RESEARCH FINDING ON HYPOTHESIS 6: Educational quali-
fication is independent of "the authority 1 have equals
my responsibilities". The calculated X^2 score for
company A is 0.65 and Company B's calculated chi-square
score is 0.026. These are less than table value
3.841. Hence, we do not reject the hypothesis for
both companies. The contingency coefficient (0.08
for Coy A and 0.026 for Coy.B) was used to test for
the strength of the relationship. The result implies
that educational qualification of the employee is not
a determinant of employee having the authority that
commensurate his responsibilities. An indication is
that structure of the company is silent over the
variables manipulated.

7. RESEARCH FINDING ON HYPOTHESIS 7: The relationship between "years spent on present job" and "All in all, 1 am commited to my present job" is not significant. The calculated chi-square scores for Company A and B are 0.81 and 0.005 respectively. Both scores are less than table value (3.841). Therefore, we do not reject the hypothesis for both companies. The contingency coefficient was also computed and found to be 0.088 and 0.007 for Company A and Company B respectively. The result implies that the number of years spent on present job cannot be used as a yardstick to judge whether employee is commited to his job or not. Structure may be said not to play any role in this regard as decision rule are the same for both companies.

8. RESEARCH FINDING ON HYPOTHESIS 8: There is no relationship between "length of service in the company" and having opportunity to use initiative on the job". The calculated chi-square is 0.48 for Company A and 0.085 for company B. These are less than table value 3.841. Thus, we do not reject the hypothesis for both companies. The strength of association is 0.067 for Company A and 0.027 for Company B using contingency coefficient The result implies that length of service in the company is not related to having opportunity to use initiative on the job. An indication is that structure of the company is silent over the variables manipulated.

9. RESEARCH FINDING ON HYPOTHESIS 9:   The relationship
    between "age of employee" and "my superior has to
    approve any decision 1 make" is not significant. The
    calculated chi-square is 0.082 for Coy.A. This is
    less than table value (3.841). Thus, we do not reject
    the hypothesis. Company B's calculated chi-square
    is 1.39. Hence, we do not reject the hypothesis.
    The strength of the relationship was tested using
    contigency coefficient and found to be 0.027 and
    0.012 for companies A and B respectively. This implies
    that irrespective of the age of employee, superior
    approval is essential for any decision made by employee
    in both companies. Structure may be said not to play
    any role in this regard.

10. RESEARCH FINDING ON HYPOTHESIS 10:   "Year(s) spent in
    the company" is independent of appearance of employees".
    The calculated chi-square for Coy. A is 0.0379 and
    Coy.B's calculated chi-square is 0.34. These are very
    insignificant when compared with tabulted chi-square
    (3.841). The contigency coefficient was also computed
    and found to be 0.019 for Coy.A and 0.056 for Coy.B.
    The implication of this is that year(s) spent in the
    company by the employee is not a guarantee that
    employees will put an unusual appearance. Structure
    may be said not to play any role in this regard as
    decision rule are the same.

    The summary of hypothesis tested using Z-test is
    as shown in table 4.11 and 4.12.

HYPOTHESIS TESTED	$\bar{X}$	S.d	n	Cal. Z	Tabu. Z	L.S.
3. There is no significant relationship between the mean of "1 put in more effort to increase quantity of output" and "being clearly informed of duties in written".	$\bar{X}_1=4.11$ $\bar{X}_2=3.01$	$S_1=0.89$ $S_2=1.30$	112 112	7.39	1.96	S.
4. There is no significant difference between the mean of "Job Satisfaction of Employees" and "My superior often assigns some of his tasks to me".	$\bar{X}_1=3.49$ $\bar{X}_2=3.28$	$S_1=1.07$ $S_2=1.16$	113 111	1.41	1.96	N.S.
5. The mean difference between "Appearance of employees" and "receiving assignments without						

HYPOTHESIS TESTED	$\bar{X}$	S.d	n	Cal. Z	Tabu. Z	L.S
adequate authority to execute them" is not significant.	$\bar{X}_1=2.67$ $\bar{X}_2=2.63$	$S_1=1.23$ $S_2=1.29$	110 112	0.24	1.96	N.S
6. There is no significant difference between the mean of "performing better when working in group" and "participation in decisions affecting department".	$\bar{X}_1=2.99$ $\bar{X}_2=2.77$	$S_1=1.20$ $S_2=1.31$	108 110	1.29	1.96	N.S
7. The mean difference between "1 put in more effort to increase quantity of output" and "My department is understaffed compared to other department" is not significant.	$\bar{X}_1=4.11$ $\bar{X}_2=3.05$	$S_1=0.89$ $S_2=1.19$	112 111	7.57	1.96	S.

HYPOTHESIS TESTED	$\bar{X}$	S.d	n	Cal Z	Tabu. Z	L.S.
8. There is no significant difference between the mean of "every member of staff has a specific job schedule" and "feeling happy with the amount of supervision received on the job".	$\bar{X}_1=3.61$ $\bar{X}_2=3.32$	$S_1=1.19$ $S_2=1.15$	114 111	1.86	1.96	N.S.
9. There is no significant relationship between the mean of "there are more than five subordinates under one superior" and "the appearance of employees"	$\bar{X}_1=3.32$ $\bar{X}_2=2.67$	$S_1=1.28$ $S_2=1.23$	112 110	3.86	1.96	S.

HYPOTHESIS TESTED	$\bar{X}$	S.d	n	Cal. Z	Tabu. Z	L.S
10. The mean difference between "having opportunity to use initiative on the job" and "the authority 1 have equals my responsibilities" is not significant.	$\bar{X}_1=3.50$ $\bar{X}_2=2.91$	$S_1=1.34$ $S_1=1.19$	113 110	3.48	1.96	S.
11. There is no significant difference between the mean of "Job Satisfaction of employee" and "participation in decision affecting department".	$\bar{X}_1=3.49$ $\bar{X}_2=2.77$	$S_1=1.07$ $S_2=1.31$	113 110	4.5	1.96	S.
12. There is no significant difference bet-						

HYPOTHESIS TESTED	$\bar{X}$	S.d	n	Cal Z	Tabu. Z	L.S
ween the mean of "1 am always conscious of quality in my job" and "All in all, 1 am committed to my present job".	$\bar{X}_1=4.19$ $\bar{X}_2=3.73$	$S_1=0.82$ $S_2=0.99$	113 109	3.83	1.96	S.
13. The mean difference between "1 put in more effort to increase quantity of output" and "My job allows me to interact with co-workers" is not significant.	$\bar{X}_1=4.11$ $\bar{X}_2=3.79$	$S_1=0.89$ $S_2=1.00$	112 112	2.53	1.96	S.

HYPOTHESIS TESTED	$\bar{X}$	S.d	n	Cal. Z	Tabu. Z	L.S
14. There is no signi-ficant relationship between the mean of "All in all, l am committed to my present job" and "being dearly informed of duties in written."	$\bar{X}_1=3.73$ $\bar{X}_2=3.01$	$S_1 0.99$ $S_2=1.30$	109 112	4.65	1.96	S.
15. The mean difference between "My super-ior has to approve any decision l make" and "feeling happy with the amount of supervision received on the job" is not significant.	$\bar{X}_1=3.49$ $\bar{X}_2=3.32$	$S_1 1.11$ $S_2=1.15$	114 111	1.13	1.96	N.S

HYPOTHESIS TESTED	$\bar{X}$	S.d	n	Cal Z	Tab. Z	L.S
16. There is no significant difference between the mean of "1 am always conscious of quality in my job" and "having opportunoty to use initiative on the job".	$\bar{X}_1 = 4.19$ $\bar{X}_2 = 3.50$	$S_1 = 0.82$ $S_2 = 1.34$	113 113	4.67	1.96	S.
17. The mean difference between "1 feel happy with the amount of supervision 1 receive on my job" and "the authority 1 have equals my responsibilities" is not significant.	$\bar{X}_1 = 3.32$ $\bar{X}_2 = 2.91$	$S_1 = 1.15$ $S_2 = 1.19$	111 110	2.6	1.96	S.

HYPOTHESIS TESTED	$\bar{X}$	S.d	n	Cal X	Tab. Z	L.S.
18. There is no signifi-cant relationship between the mean of "having opportunity to use initiative on the job" and "my superior often assigns some of his tasks to me".	$\bar{X}_1=3.50$ $\bar{X}_2=3.28$	$S_1=1.34$ $S_2=1.16$	113 111	1.32	1.96	N.S.
19. The mean difference between "My head of department has qualification rela-ting to my job" "I feel happy with the amount of super-vision I receive on	$\bar{X}_1=3.67$	$S_1=1.10$	113			

HYPOTHESIS TESTED	$\bar{X}$	S.d	n	Cal Z	Tab. Z	L.S
my job" is not significant.	$\bar{X}_2=3.32$	$S_2=1.15$	111	2.33	1.96	S.
20. There is no significant relationship between the mean of "1 am always conscious of quality in my jobs" and "every member of staff has a specific job schedule".	$\bar{X}_1=4.19$ $\bar{X}_2=3.61$	$S_1=0.82$ $S_2=1.19$	113 114	4.28	1.96	S.

TABLE 4.12

SUMMARY OF HYPOTHESES TESTED USING Z-TEST FOR COY.B. (1-20)						
HYPOTHESIS TESTED	$\bar{X}$	S.d	n	Cal z	Tab. z	L.S.
1. There is no significant relationship between the mean of "1 am always conscious of quality in my job" and "My head of department has qualification relating to my job".	$\bar{X}_1=4.43$ $\bar{X}_2=3.92$	$S_1=0.72$ $S_2=1.21$	120 118	3.95	1.96	S.
2. The mean difference between "having opportunity to use initiative on the job" and "My superior has to approve any decision 1 make" is not significant.	$\bar{X}_1 3.84$ $\bar{X}_2=3.57$	$S_1=0.96$ $S_2=1.13$	121 118	1.99	1.96	S.

HYPOTHESIS TESTED	$\bar{X}$	S.d	n	Cal z	Tab. z	L.S.
3. There is no significant relationship between the mean of "l put in more efforts to increase quantity of output" being dearly informed of duties in written"	$\bar{X}_1=4.13$ $\bar{X}_2=3.42$	$S_1=0.78$ $S_2=1.19$	120 118	5.46	1.96	S.
4. There is no significant difference between the mean of "Job Satisfaction of employees" and "My superior often assigns some of his tasks to me".	$\bar{X}_1=3.87$ $\bar{X}_2=3.59$	$S_1=0.92$ $S_2=1.07$	119 120	2.17	1.96	S.

HYPOTHESIS TESTED	$\bar{X}$	S.d	n	Cal Z	Tab. Z	L.S.
5. The mean difference between "Appearance of employees" and "receiving assignments without adequate authority to execute them" is not significant.	$\bar{X}_1=2.62$ $\bar{X}_2=2.62$	$S_1=1.09$ $S_2=1.11$	114 117	 0	 1.96	 N.S.
6. There is no significant difference between the mean of performing better when working in group" and "participation in decisions affecting department.	$\bar{X}_1=3.08$ $\bar{X}_2=3.39$	$S_1=1.02$ $S_2=1.14$	118 121	 -2.22	 ±1.96	 S.
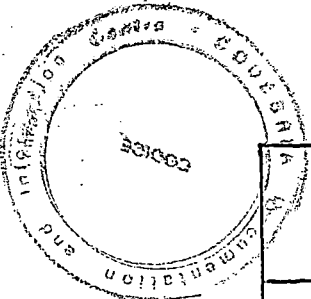
HYPOTHESIS TESTED	$\bar{X}$	S.d	n	Cal Z	Tab. Z	L.S.
7. The mean difference between "1 put in more effort to increase quantity of output" and "My department is understaffed compared to other department" is not significant.	$\bar{X}_1=4.13$ $\bar{X}_2=3.38$	$S_1=0.78$ $S_2=1.21$	120 119	5.69	1.96	S.
8. There is no significance difference between the mean of "Every member of staff has a specific job schedule" and "feeling happy with the amount of supervision received on the job".	$\bar{X}_1=3.81$ $\bar{X}_2=3.80$	$S_1=0.97$ $S_2=0.85$	120 119	0.085	1.96	N.S.

HYPOTHESIS TESTED	$\bar{X}$	S.d	n	Cal. z	Tab. z	L.S.
9. There is no significant relationship between the mean of "there are more than five subordinates under one superior" and "the appearance of employees".	$\bar{X}_1 = 2.82$ $\bar{X}_2 = 2.62$	$S_1 = 1.25$ $S_2 = 1.09$	119 114	1.3	1.96	N.S.
10. The mean difference between "having opportunity to use initiative on the job" and "the authority 1 have equals my responsibilities" is not significant.	$\bar{X}_1 = 3.84$ $\bar{X}_2 = 3.23$	$S_1 = 0.96$ $S_2 = 1.09$	121 118	4.59	1.96	S

HYPOTHESIS TESTED	$\bar{X}$	S.d	n	Cal Z	Tab. Z	L.S.
11. There is no significant relationship between the mean of Job Satisfaction of employee" and "participation in decisions affecting department".	$\bar{X}_1=3.87$ $\bar{X}_2=3.39$	$S_1=0.92$ $S_2=1.14$	119 121	3.59	1.96	S.
12. There is no significant difference between the mean of "l am always conscious of quality in my job" and "All in all, l am commited to my present job".	$\bar{X}_1=4.43$ $\bar{X}_2=4.15$	$S_1=0.72$ $S_2=0.82$	120 120	2.81	1.96	S.
13. The mean difference between "l put in more effort to increase quantity of output" and "My job allows						

HYPOTHESIS TESTED	$\bar{X}$	S.d	n	Cal Z	Tab. Z	L.S.
me to interact with co-workers" is not significant	$\bar{X}_1=4.13$ $\bar{X}_2=4.23$	$S_1=0.78$ $S_2=0.73$	120 120	-1.03	-1.96	N.S
14. There is no significant relationship between the mean of "All in all, 1 am committed to my present job" and "being clearly informed of duties in written.	$\bar{X}_1=4.15$ $\bar{X}_2=3.57$	$S_1=0.82$ $S_2=1.13$	120 118	4.53	1.96	S.
15. The mean difference between "My superior has to approve any decision I make" and "feeling happy with the amount of supervision received on job" is not significant.	$\bar{X}_1=3.57$ $\bar{X}_2=3.80$	$S_1=1.13$ $S_2=0.85$	118 119	-1.77	-1.96	N.S

HYPOTHESIS TESTED	$\bar{X}$	S.d	n	Cal Z	Tab. Z	L.S.
16. There is no significant difference between the mean of "1 am always conscious of quality in my job" and "having opportunity to use initiative on the job".	$\bar{X}_1 = 4.43$ $\bar{X}_2 = 3.84$	$S_1 = 0.72$ $S_2 = 0.96$	120 121	 5.41	 1.96	 S.
17. The mean difference between "1 feel happy with the amount of supervision 1 receive on my job" and "the authority 1 have equals my responsibilities" is not significant.	$\bar{X}_1 = 3.80$ $\bar{X}_2 = 3.23$	$S_1 = 0.85$ $S_2 = 1.09$	119 118	 4.49	 1.96	 S.
18. There is no significant difference between the mean of "having opportunity						

HYPOTHESIS TESTED	$\bar{X}$	S.d	n	Cal Z	Tab. Z	L.S.
to use initiative on the job" and "my superior often assigns some of his tasks to me".	$\bar{X}_1=3.84$ $\bar{X}_2=3.59$	$S_1=0.96$ $S_2=1.07$	121 120	1.92	1.96	N.S.
19. The mean difference between "My head of department has qualification relating to my job" and " 1 feel happy with the amount of supervision 1 receive on my job" is not significant.	$\bar{X}_1=3.92$ $\bar{X}_2=3.80$	$S_1=1.21$ $S_2=0.85$	118 119	0.88	1.96	N.S
20. There is no significant relationship between the mean of "1 am always conscious of quality in my jobs" and "every member of staff has a specific job	$\bar{X}_1=4.43$	$S_1=0.72$	120			

HYPOTHESIS TESTED	$\bar{X}$	S.d	n	Cal Z	Tab. Z	L.S.
schedule".	$\bar{X}_2 = 3.81$	$S_2 = 0.97$	120	5.64	1.96	S.

NOTE: Hypothesis tested at 5 per cent level of significance.

KEY: $\bar{X}$ = Mean

S.d = Standard Deviation

n = Number of respondents

L.S = Level of significance

N.S. = Not significant

S = Significant.

COY A = Company A

COY B = Company B.

4. 7 <u>GENERAL FINDINGS OF Z-TEST AND ITS IMPLICATIONS FOR THE</u>

<u>MANAGEMENT OF COY.A AND COY.B.</u>

1. <u>RESEARCH FINDING ON HYPOTHESIS 1</u>: There is no signifi-
cant relationship between the mean of "1 am always
conscious of quality in my job" and "My head of depart-
ment has qualification relating to my job".

The z-calculated (4.03) for Coy.A was found to
be greater than table value (1.96). Hence, we reject
the hypothesis Company B's z-calculated value is 3.95
which is also greater than table value 1.96. Thus,
we reject the hypothesis. The interpretation of this
is that when the head of department has qualification
relating to their subordinate job, the employees may
be quality conscious in their job. As a result,
structure may be said not to play any role in this
regard as decision rule are the same for both companies.

2. <u>RESEARCH FINDING ON HYPOTHESIS 2</u>: The mean difference
between "having opportunity to use initiative on the
job" and "My superior has to approve any decision 1
make" is not significant.

The result of z-test showed that calculated z
was found to be 0.06 for company A and 1.99 for company
B. Since the table value is 1.96, it then means that
the hyüothesis will not be rejected for company A
while we reject it for company B. The implication is
that for company A workers may still use their initia-
tive on their job, despite the fact that any decision

they make is subject to the superior officer's
approval.For Company, it implies that the need for
superior officer to approve subordinates' decisions
will impede the subordinates from using their initia-
tive on their job.

3. RESEARCH FINDING ON HYPOTHESIS 3: There is no signifi-
cant relationship between the mean of "1 put in more
effort to increase quantity of output" and "being
clearly informed of duties in written".

The calculated x for Coy.A is 7.39 and B's cal-
culated score is 5.46. These are greater than table
value 1.96. This shows that the hypothesis is signi-
ficant for both companies. The result implies that
when employees are clearly informed of duties in
written they will put in more effort to increase out-
put. Since the decision rule are the same, it shows
that structure is silent over this.

4. RESEARCH FINDING ON HYPOTHESIS 4: There is no signifi-
cant difference between the mean of Job Satisfaction
of employees and "My superior often assigns some of
his tasks to me".

The calculated z score for companies A and B are
1.41 and 2.17 respectively. Company A's score is less
than tabulated (1.96) value. Hence, the hypothesis
is not rejected. However, for company B, the z -
calculated is greater than table value (1.96). Thus,
we reject the hypothesis. This reveals that the

hypothesis is not significant for company A, while
it is significant for company B.

This implies that in company A, job satisfaction
of employees may not likely to be as a result of
assignment of tasks to subordinate by the superior
officer. However, for company B, assignment of tasks
to subordinates by the superior officer can be used
as a measure of whether employee is satisfied with
his or her job or not.

5. RESEARCH FINDING OF HYPOTHESIS 5: The mean difference
between "Appearance of employees" and"receiving assign-
ments without adequate authority to execute them" is
not significant.

The z-calculated for Coy.A is 0.24 and CoyB's
calculated z-score is 0. These are less than table
value 1.96. Hence, the hypothesis is not rejected for
both companies. This shows that the hypothesis is not
significant. The implication of this to both companies
is that there may not be any changes in the appearance
of employees simply because workers are receiving
assignments without adequate authority to execute them.
An indication is that structure of the companies is
silent over the variables manipulated.

6. RESEARCH FINDING ON HYPOTHESIS 6: There is no signifi-
cant difference between the mean of "performing better
when working in group" and "participation in decisions
affecting department.

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The result of the z-test showed that z-calculated
(1.29) for company A is less than z- calculated
(1.96). However, for company B, z-calculated
(-2.22) falls into the rejection region of the
critical value. Thus, we do not reject the hypothesis
for Company A while it is rejected for company B.
This shows that the hypothesis is not significant for
company A while it is significant for company B.

The implication is that for company A employee
participation in decisions affecting department may
not likely make such employee to perform better when
working in group. However, employees in company B
will perform better when working in group if allowed
to participate in decisions affecting their department.

7. RESEARCH FINDING ON HYPOTHESIS 7: The mean difference
between "1 put in more effort to increase quantity
of output" and "My department is understaffed compared
to other department" is not significant.

The calculated z-value for company A is 7.57 and
company B calculated z-score is 5.69. These are
greater than table value (1.96). Hence, the hypothesis
is rejected for both companies. This shows that the
hypothesis is significant. This implies that the
quantity of output of employees may vary in both
companies if one department is understaffed compared

to other department. Therefore, management should ensure

evenly distribution of workers to all the departments

in respective of the type of structure in use.

8. RESEARCH FINDING ON HYPOTHESIS 8: There is no signi-
ficant difference between the mean of "every member
of staff has a specific job schedule" and "feeling
happy with the amount of supervision received on the
job."

The z-calculated for companies A and B are 1.86
and 0.085 respectively. These are less than table
value 1.96. Hence, we do not reject the hypothesis
for both companies. This shows that the hypothesis
is not significant. This implies that having a speci-
fic job schedule cannot be used as a measure of whether
employees is happy with supervision received on the
job or not. Structure may be said not to play any
role in this regard as decision rule are the same for
both companies.

9. RESEARCH FINDING ON HYPOTHESIS 9: There is no signifi-
cant relationship between the mean of "there are more
than five subordinates under one superior" and "the
appearance of employees".

The calculated z-score for companies A and B are
3.86 and 1.3 respectively. Company A's value is greater
than tabulated value (1.96). Hence, we reject the

hypothesis. However, for company B, the z-value is less than table value (1.96). Thus, we do not reject the hypothesis. This shows that the hypothesis is significant for company A and insignificant for company B.

The implication is that for company A, employees may display an unusual appearance on their job when the span of control is too broad. However, in company B, unusual appearance of employee may not be as a result of broad span of control. Therefore, Management in company A may need to change the structure of their organisation. This may make their employees to stop displaying an unusual appearance on their job.

10. RESEARCH FINDING ON HYPOTHESIS 10: The mean difference between having opportunity to use initiative on the job" and "the authority 1 have equals my responsibilities" is not significant.

The z-calculated for companies A and B are 3.48 and 4.59 respectively. These are greater than the table value (1.96). Hence, the hypothesis is rejected for both companies. The interpretation of this is that in both companies, having authority that equals responsibilities will result in employees using their initiative on their job. Structure may be said not to play any role in this regard as decision rule are the same for both companies.

11. <u>RESEARCH FINDING ON HYPOTHESIS 11</u>: There is no signi-
ficant difference between the mean of "Job Satisfac-
tion of employee" and participation in decisions
affecting department.

The calculated z-value for companies A and B
are 4.5 and 3.59 respectively. These values are
greater than table value (1.96). Hence, we reject
the hypothesis in both companies. An interpretation
of this is that empllyee may be more satisfied with
his job when allowed to participate in decisions
affecting his department. This implies that manage-
ment in both companies different structure not with-
standing.

Should allow employees to participate in decisions
affecting their department.

12. <u>RESEARCH FINDING ON HYPOTHESIS 12</u>: There is no signi-
ficant difference between the mean of "1 am always
conscious of quality in my job" and "All in all, 1
am commited to my present job."

The result of the z-test showed that calculated
z-test showed that calculated z was found to be 3.83
in company A and 2.81 in company B. These are greater
than the table value (1.96). Therefore, we reject
the hypothesis for both companies. This shows that
the hypothesis is significant. An interpretation of
this is that employee who is commited to his job will

be quality conscious. This implies that management

of both companies, different structure notwithstanding

should provide things that will make workers to be

more commited to their job.

13. RESEARCH FINDING ON HYPOTHESIS 13: The mean difference

between 1 put in more effort to increase quantity of

output" and "My job allows me to interact with co-

workers" is not significant.

The calculated score for company A and company B

are 2.53 and -1.03 respectively. Coy. A score is

greater than tabulated value (1.96). Hence, the

hypothesis is rejected. For Coy B, the score falls

outside the critical region, thus, we do not reject

the hypothesis. This shows that the hypothesis is

significant for company A and insignificant for

company B. The interpretation of this for company

A is that when job allows employees to interact, it

is likely that the quantity of their output will

increase. For company B, putting in more effort

to increase quantity of output may not be as a result

of job allowing employees to interact. The difference

in decision could be because company A has a wider

span of control while Company B has a narrow span of

control.

14. RESEARCH FINDING ON HYPOTHESIS 14: There is no signi-

ficant relationship between the mean of "All in all,

1 am commited to my present job" and "being clearly informed of duties in written".

The z-calculated for companies A and B are 4.65 and 4.53 respectively. These are greater than table value 1.96. Hence, the hypothesis is rejected for both companies. This shows that the hypothesis is significant. The interpretation is that when employee is clearly informed of duties in written, he will be commited to his job, different structure of the organisations notwithstanding. This implies that management in both companies should ensure that employees are clearly informed of their duties in written.

15. RESEARCH FINDING ONE HYPOTHESIS 15: The mean difference between "My superior has to approve any decision 1 make" and "feeling happy with the amount of supervision received on the job" is not significant.

The calculated z for companies A and B are 1.13 and -1.77 respectively. The two values fall outside the critical region. Hence, we do not reject the hypothesis for both companies. This shows that the hypothesis is not significant. This implies that superior approval of subordinate decisions cannot be used as a measure of whether employee is happy with the supervision received on the job or not. An indication is that structure of the two

companies is silent over the variables manipulated.

16. RESEARCH FINDING ON HYPOTHESIS 16:   There is no

significant difference between the mean of "1 am

always conscious of quality in my job" and "having

opportunity to use initiative on the job."

The result of z-test showed that calculated z

was found to be 4.67 and 5.41 for company A and

company B respectively. These values are greater

than the table value (1.96). Hence, we reject the

hypothesis. This show that the hypothesis is signi-

ficant for both companies. This implies that when a

worker has opportunity to use initiative, such worker

will be quality conscious in his job. Management

of both companies despite different structure should

encourage their employees to use their initiative on

the job.

17. RESEARCH FINDING ON HYPOTHESIS 17: The mean difference

between "1 feel happy with the amount of supervision

1 receive on my job" and "the authority 1 have equals

my responsibilities" is not significant.

The calculated z for companies A and B are 2.6

and 4.49 respectively. These values are greater than

the table value (1.96). Hence, the hypothesis is

rejected for both companies. This shows that the

hypothesis is significant. The interpretation is

that when employee is given adequate authority, he

will be happy with supervision received on his job.
Structure may be said not to play any role in this
regard as decision rule is the same.

18. RESEARCH FINDING ON HYPOTHESIS 18: There is no sig-
nificant relationship between the mean of "having
opportunity to use initiative on the job" and "my
superior often assigns some of his taks to me".

The z calculated value are 1.32 for company A
and 1.92 for company B. These are less then the
table value (1.96). Thus, the hypothesis is not
rejected for both companies. This shows that the
hypothesis is not significant. This implies that
delegation may not necessarily result in employee
using his initiative on the job. An indication is
that structure of the companies is silent over the
variables manipulated.

19. RESEARCH FINDING ON HYPOTHESIS 19: The mean difference
between "My head of department has qualification relating to
my job" and "1 feel happy with the amount of super-
vision 1 receive on my job" is not significant.

The z calculated was found to be 2.33 and 0.88
for companies A and B respectively. Company A value
is greater than tabulated value (1.96). Hence, the
hypothesis is rejected. However, for company B, the
z-value is less than the tabulated value.

Thus, the hypothesis is not rejected for company B.
That is to say, the hypothesis is signfficant for
Company A and not significant for Company A, when
the head of department has qualification relating
to the subordinates' job, the workers will be happy
with supervision received on their job. However, in
company B, whether the head of department has quali-
fication relating to the subordinates' job or not,
the employees will still be happy with the supervision
received on their job. The difference in decision
could be because of the structure of company A which
is broad. As broad span leads to frustrated subordi-
nates and the harrassed manager, this finding shows
that the situation may be more tense if the head of
department does not have qualification that relate
to the subordinate job in a flat organisation.

20. RESEARCH FINDING ON HYPOTHESIS 20: There is no
significant relationship between the mean of "1 am
always conscious of quality in my jobs" and "every
member of staff has a specific job schedule".

The calculated z score for companies A and B
are 4.28 and 5.64 respectively. These values are
greater than the tabulated value (1.96). Hence,
we reject the hypothesis for both companies. This
shows that the hypothesis is significant. The inter-
pretation of this is that when every member of staff

has a specific job schedule, they will be quality
conscious in their job. Thus, management in both
companies, different structure notwithstanding,
should provide the staff with a specific job
schedule.

The global distribution of variables by mean
and standard deviation is shown in table 4.13.

TABLE 4.13

GLOBAL DISTRIBUTION OF VARIABLES BY MEAN AND STANDARD DEVIATION

##	VARIABLES	X		S.d.	
		COY A	COY B	COY A	COY B.
01	My head of department has qualification relating to my job.	3.67	3.92	1.10	1.21
02	My superior has to approve any decision 1 make.	3.49	3.57	1.11	1.13
03	1 am clearly informed of my duties in written.	3.01	3.42	1.30	1.19
04	My superior often assigns some of his tasks to me.	3.28	3.59	1.16	1.07
05	1 always receive assignments without adequate authority to execute them.	2.63	2.62	1.29	1.11
06	1 usually participate in decisions affecting my departments.	2.77	3.39	1.31	1.14

##	VARIABLES	$\overline{X}$		S.d.	
		COY A.	COY B	COY A.	COY B.
07	My departments is understaffed compared to other departments	3.05	3.38	1.19	1.21
08	Every member of staff has a specific job schedule.	3.61	3.81	1.19	0.97
09	There are more than five subordinates under one superior.	3.32	2.82	1.28	1.25
10	The authority 1 have equals my responsibilities.	2.91	3.23	1.19	1.09
11	1 have opportunity to use my initiative on my job.	3.50	3.84	1.34	0.96
12	1 put in more effort to increase quantity of output	4.11	4.13	0.89	0.78
13.	1 am always conscious of quality in my job.	4.19	4.43	0.82	0.72
14	At times, 1 display an unusual appearance in my job.	2.67	2.62	1.23	1.09

##	VARIABLES	$\bar{X}$		S.d.	
		COY A.	COY B.	COY A.	COY B.
15	My job allows me to interact with co-workers	3.79	4.23	1.00	0.73
16	1 feel happy with the amount of supervision 1 receive on my job.	3.32	3.80	1.15	0.85
17	1 perform better when working in group.	2.99	3.08	1.20	1.02
18	All in all, 1 am commited to my present job.	3.73	4.15	0.99	0.82
19	All things considered, 1 am satisfied with my job.	3.49	3.87	1.07	0.92

KEY: $\bar{X}$ = Mean

S.d. = Standard Deviation

Coy A. = Spintex Mills (Nigeria) Ltd. (Sunflag Group).

Coy B. = ICON LIMITED (MERCHANT BANKERS).

4.8 FINDINGS ON OPEN ENDED QUESTIONS

Part three of the instrument used contained open ended questions where the respondents were asked to list problems they see in the organisation, and profer solutions to the problems.

It is noted that some respondents deliberately ignored the section. However, those who responded identified problems which were classified under nine sub-headings; Weak Structure, Inadequate Service conditions, Management Problem, Workers Negligence, Poor Interpersonal Relationship, Economic Problem, The Nigerian Factors, Communication Gap, and Shortage of Resources.

The frequency and percentage of response to the open ended question is tabulated in table 4.14

TABLE 4.14

EXTRACTS OF OPEN ENDED QUESTIONS FREQUENCY AND PERCENTAGE RESPONSE (n = 235)

CLASSIFICATION OF PROBLEMS	COMPANY A		COMPANY B		CLASSICIATION OF SOLUTIONS	COMPANY A		COMPANY B.	
	FREQ.	%	FREQ.	%		FREQ.	%	FREQ.	%
Weak Structure	59	17.5	34	12.6	Organised Struc.	48	17.5	21	10.8
Inadequate Service Condition	128	38.0	58	21.4	Adequate Service Condition	100	36.4	53	27.2
Management Problem	54	16.0	54	19.9	Efficient and Effective Management	61	22.2	44	22.6
Workers Negligence	18	5.4	24	8.9	Total Commitment of Workers	7	2.5	15	7.7
Poor Interpersonal Relationship	11	3.3	8	2.9	Good Interpersonel Relationship	11	4.0	11	5.6
Economic Problem	4	1.2	14	5.2	Economic Solution	2	0.7	7	3.6

CLASSIFICATION OF PROBLEMS	COMPANY A		COMPANY B		CLASIFICATION OF SOLUTIONS	COMPANY A		COMPANY B	
	FREQ.	%	FREQ.	%		FREQ.	%	FREQ.	%
The Nigerian Factor	19	5.6	19	7.0	Equal Treatment	15	5.4	6	3.0
Communication Gap	20	5.9	21	7.7	Effective Coomunication	11	4.0	14	7.2
Shortage of Resour-ces	24	7.1	39	14.4	Provision of ade-quate resources	20	7.3	24	12.3
Total	337	100	271	100		275	100	195	100

Table 4.14 shows the frequency and percentage of
all responses to the open ended questions. It is clear
that inadequate service condition is the most robust
in both companies. The percentage in respect of inade-
quate service condition is 38.0 and 21.4 in companies
A and B respectively. This is followed by the Weak
Structure with 17.5 per cent in Company A. However, in
company B, inadequate service condition was followed by
management problem with 19.9 per cent, and shortage of
resources with 14.4 per cent. Weak structure came fourth
in Company B with 12.6 per cent. Other problems men-
tioned in order of importance in Company A are manage-
ment problem (16.0 per cent), shortage of resources
(7.1 per cent), communication gap (5.9 per cent), the
Nigerian factor (5.6 per cent), workers negligence
(5.4 per cent), poor interpersonal relationship (3.3
per cent) and economic problem (1.2 per cent). In
Company B, however, other problems mentioned are workers
negligence (8.9 per cent), the Nigerian factor (7.0
per cent), economic problem (5.2 per cent) and poor
interpersonal relationship (2.9 per cent).

On the solution suggested in respect of how the
perceived problems may be solved, provision of adequate
service condition has the highest frequency (36.4 per
cent in Company A and 27.2 per cent in Company B) in
both companies . This followed in Company A by efficient
and effective management (22.2 per cent) organised

structure (17.5 per cent), provision of adequate re-
sources (7.3 per cent), and equal treatment (5.4 per
cent). Both effective communication and good inter-
personal relationship has 4.0 per cent each in company
A. Economic solution has the lowest frequency of 2
representing 0.7 per cent in company A. In company B,
adequate service conditions was followed by efficient
and effective management (22.6 per cent), provision of
adequate resources (12.3 per cent), organised structure
(10.8 per cent), total commitment of workers (7.7 per
cent), effective communication (7.2 per cent) good
interpersonal relationship (5.6 per cent), economic
solution (3.6 per cent) and equal treatment to all with
3.0 per cent.

4.9 <u>DISCUSSION OF PROBLEMS AND SOLUTIONS EXTRACTED FROM THE</u>
<u>OPEN-ENDED QUESTIONS.</u>

q.. <u>Weak Structure</u>

Respondents in company A complained that there
is no clear cut structural arrangement in their
organisation. Also, mentions were made of two many
subordinates under each superior officer. They com-
plained of no proper definition of responsibilities.
They equally complained of no defined hierarchical
growth in status. They reacted against location
of administrative office in the middle of the factory.

The span of control is said to be wide while management were accused of not providing organisational chart for the workers to see.

There were related problems identified by the respondents in company B, They complained that guidelines were not followed. They reacted against inadequate seniority hierachy. Overlapping of functions and responsibilities were complained of. They also reacted against inadequate authority to match the assigned responsibilities.

The workers in both companies however suggested several solutions. In company A, they wanted the administrative office in the front of the factory. They called for proper definition of responsibilities and the authority to match. They wanted few subordinates under each superior. They called for clear cut structural arrangement and the provision of organisational chart. Respondents in company B wanted the guidelines to be followed. They called for adequate seniority hierarchy and an organised filling system

b. Inadequate Service Condition

Respondents in both companies reacted against inadequate remuneration, poor welfare, delay in promotion and poor working condition. It shows that differences in structure did not help preventing

this motivational problems. There is said to be no job security and high employees turnover in both companies abound. Workers in both companies also complained of transportation problem, lack of cateen, low salary, accommodation problems and a lot of other motivational problems were identified.

Among the suggested solutions include: rapid promotion, good incentive to staff, appreciation for honest workers,provision of staff bus, review of salary structure, provision of accommodation and car loan, Job security, improved training and recreational facilities should also be provided. Respondents in company A specifically asked for longer breaktime and better medical care. What is peculiar to the respondents in company B are early closing and repairing of all cooling system.

C. Mangement Problem

There were complaints by the respondents in Company A that the management always ignore subordinates ideas. They accused the management of being autocratic and extravagant. Management were further accused of frustrating the efforts of the subordinates. The management does not delegate to subordinates according to some respondents.

The respondents in Company B accused their management of having different laws for different category of workers. They were said not to realise

that problems generate opportunities. They accused management of "fire fighting" approach to crisis. They complained of slow decision taking and accused them of not providing adequate orientation for new employees.

The respondents in company A suggested that management should always act on the subordinates ideas, and not frustrating the efforts of their subordinates. They want to be given authority that equate the assigned responsibilities. They called for better and responsible management and want the authority to be given to blacks.

The respondents in company B suggested that employees should be treated alike. Decision making should be fast, and there should be better approach to issues by management.

d. Workers Negligence

There were complaint by the respondents in company A that workers lack sense of commitment. They complain of late coming and loitering by co-workers. They also accused some of their colleagues of self centered, stealing, insubordination and indiscipline. They suggested that workers should be committed to their job, avoid indiscipline, always punctual at work, and show concern for constituted authority.

Respondents in company B accused fellow workers of indifferent attitude towards others' feeling. They were also accused of self agradisement and lack of dedication to duty. There were complaints of poor attitude to repay loans by some workers. They called for better disciplined behaviour from workers.

e. Poor Interpersonal Relationship

Respondents in company A complained of no cordial relationship among workers. They reacted against lack of mutual understanding lack of trust by managers, personality clashes and independent operation as against team spirit. They however, suggested that management should encourage mutual relationship among staff. The managers are enjoined to trust their subordinates and be ready to delegate to them. They also called for team effort and dialogue between management and workers. They want all these to be built into the structure of the organisation.

Respondents in Company B reacted against absence of team work, suspicion and poor public relations. They accused co-workers of politicking and poor interpersonal relationship. They suggested that workers should avoid politicking and be ready to mix freely with other colleagues. They called on management to encourage what can improve interpersonal relationship

by building it in the present structure of the organisation.

f. Economic Problem

The respondents in Company A reacted to macro-economic hardship as having effect on their organisation. The foreign exchange deregulation which has caused devaluation of Naira has increased the importation bill of the organisation. The company is faced with stiff competition and inadequate customers. The unstable government regulation was also said to have effect on the organisation. Solutions suggested include increased value of Naira, pumping of more funds into the system to give their customers the necessary purchasing power, management were also advised to adopt good marketing strategy.

The respondents in company B also reacted to the inconsistent government monetary policy, high interest rate, high interbank rate and the liquidity problem in the system. They suggested that management should adopt better strategy and not depending on only interest income for survival. They called for dialogue between management and the government on economic issues, always plan ahead, and request Central Bank to be lenient.

g. The Nigerian Factor

Some respondents in Company A complained of nepotism, favouritism and tribalism. They also complained

that hardworking and dedicated employees are not
promoted. Other problems complained of is stealing
of the company property by some staff. They suggested
that nepotism, favouritism and tribalism should be
stopped. They called for meritocracy above mediocrity.

The respondents in company B also reacted against
Favouritism, Ethnicity, conservatism and Nepotism.
They complained of discrimination, conservatism and red
tapism. They called for equal treatment to all and
encouragement of meritocracy.

h. <u>Communication Gap</u>.

The respondents in Company A complained of lack of
effective unionism and non acceptance of junior workers
suggestion. They also reacted against not being briefed
on decisions affecting them. They suggested that
management should always act on workers suggestion and
give room for effective union to emerge. They also
want management to provide communication facilities
and close communication gap that exist.

Respondents in Company B complained that information
was not flowing down the line as expected. They
reacted against dichotomy that exist between the manage-
ment and staff. They also complained of no feedback
on appraisal and no information about policy statements.
They called for effective communication and adequate

flow of information. They also called for consultation with workers regularly and constant briefing on issues affecting the organisation.

i. Shortage of Resources

'. The respondents in Company A complained of insufficient manpower, inadequate infrastructure and indiscriminate staff rationalisation. They suggested that more staff should be employed and modern facilities should also be provided. They pointed out that staff reduction is not an answer to increased profit.

Respondents in company B also complained of understaffing, inexperienced staff, lack of equipment and working tools and limited computers. The respondents however, listed a number of suggestions such as recruitment of more staff, training of staff and reactivation of computers. They also advised the management not to overload the junior workers and to place less emphasis on cheap labour.

4.10 THE REVISED MODEL

A conceptual model of my study was presented in chapter 2. The revised model will now be presented on the basis of empirical findings on the study. This is shown in figure 4.1.
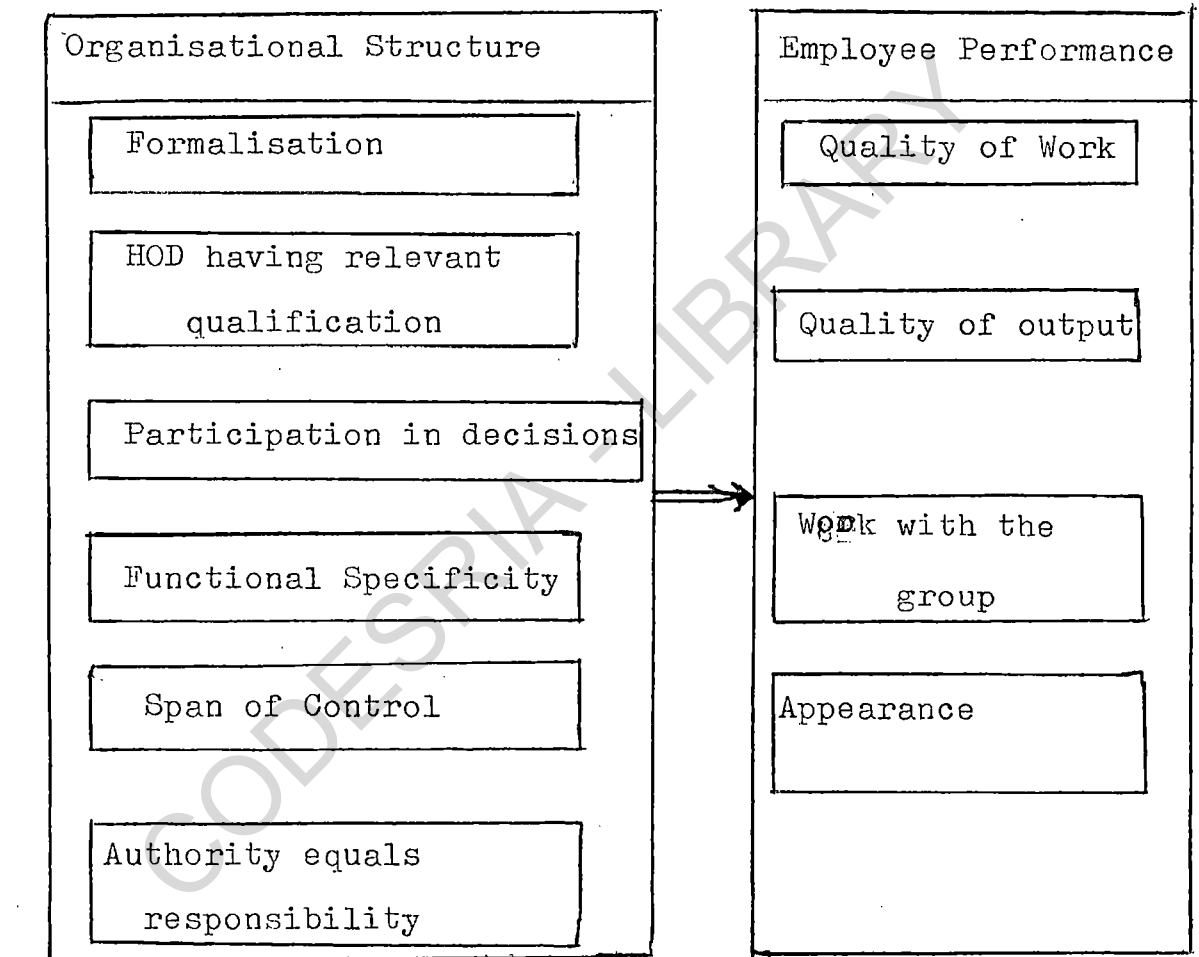
Figure 4:1: The revised model of organisational structure and employee performance.

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CHAPTER FIVE

CONCLUSIONS, IMPLICATION FOR MANAGEMENT, LIMITATIONS AND
SUGGESTION FOR FURTHER STUDIES

5.1 INTRODUCTION

This chapter presents the conclusion on the study.
The implications for management are discussed. Limitations
to the study are mentioned. Suggestion for further studies
are also made.

5.2 CONCLUSION

The following constitutes the findings of this study.
There was a finding that when the head of department has
qualification relating to their subordinate's job, the
employees will be conscious of quality in their job, even
when they operate in an organisation with different struc-
tures. It was found that employee working in an organisa-
tion with flat structure will not stop using his initiative
on the job even where any decision he makes is subject to
superior officer's approval. Found also was that this
will not be the case for employee in an organisation with
tall structure. The study has also confirmed that when
employees are clearly informed of their duties in written
they will put in more effort to increase output, differences
in structure notwithstanding.

The study revealed that employee working in an organi-
sation with tall structure will perform better when working
in group if allowed to participate in decisions affecting

their department. Understaffing was found to have effect
on the quantity of output of employees in an organisa-
tion with either tall or flat structure. Also found was
the positive relationship between participation in deci-
sions and job satisfaction of employee, different struc-
ture notwithstanding. Employees in any form of structural
set up will use their initiative on the job when given
the authority that equals the assigned responsibilities.

Having opportunity to interact with co-workers in
an organisation with flat structure was found to result in
increase in output. The study revealed that when employees
are clearly informed of duties in written, they will be
commited to their job, even when they work in an organisa-
tion with different structure. The study also found
that employees will be quality conscious when the struc-
ture of the organisation gives opportunity for the use of
initiative on the job. However, assignment of tasks to
subordinate was found to be negatively related to the use
of initiative by the employees, in both companies. The
study further revealed that when every member of staff
has a specific job schedule, they will be conscious of
quality in their job, different structure of organisations
notwithstanding. It was also found that age of employee
is positively related to the level of his job satisfaction
in an organisation with flat structure. Years spent in
the company by the employee was found not to guarantee
employees participation, in decisions affecting the
department in both companies. The study also revealed that

no matter what the age of employee, superior officer's approval is essential for any decision made by employee in both companies.

In the extract of open-ended questions, the problems identified were grouped into nine. These are Weak structure, Inadequate Service Condition, Management problem, Workers Negligence, Poor interpersonal relationship, economic problems, the Nigerian factor, communication gap and shortage of resources.

The respondents however proffered some solutions which include, the call for the reduction in the number of subordinates attached to each superior in an organisation with wide span, proper definition of responsibilities, clear cut structural arrangement and location of the administrative office in the front of the factory. Other solutions suggested are efficient and effective management, sense of total commitment by workers, cordial interpersonal relationship, stable government regulations, equal treatment to all, effective communication, and adequate resources. Of particular importance was the finding that the need for adequate service condition for employees cut across all structural arrangements.

5.3 IMPLICATION FOR THE MANAGEMENT OF COMPANY A AND COMPANY B!

The findings in this research study have implications for management in both companies. Management in both com-

panies should provide their staff with a specific job
schedule. This will make the employees to be conscious
of quality in their job. The management can also assist
the employees to be commited to their job by getting them
informed of their duties in writing. That is to say,
each employee should be adequately informed of what is
expected of him. Quality consciousness can also be built
into the employees by providing them, the opportunity to
use initiative on their job, Management in an organisation
with a flat structure, can increase the level of output of
their employees by creating an environment that allows
the employees to interact. Job satisfaction of employees
is guaranteed if the system gives them the opportunity to
participate in decisions affecting their department.
Management in either flat or tall organisation should
therefore provide their staff the opportunity to partici-
pate in decisions affecting their departments. Management
in both companies should provide the employees with adequate
authority that match the assigned responsibility. This,
it was found, will give them the opportunity to use their
initiative on their job. Unusual appearance by employees
in an organisation with wide span of control, can be reduced
if the span of supervision is also reduced. Management
in both companies should ensure evenly distribution of
workers to all the departments. It was found that if
this is done, the level of output of employees will
increase. Employees will work hard to increase quantity

of output if management in both companies clearly informed
the employees of their duties in written. The management
should ensure that the structure of their organisation
gives room for this.

5.4 LIMITATIONS

The following are limitations encountered in the
course of carrying out the study.

i. The researcher was given a time frame within which
    this research work must be carried out. This forms
    a major limitation to this study.

ii- Findings in this study is limited by framing of some
    items used. Giving another opportunity, there will
    be an improvement.

iii. The sample size of 114 employees cannot be said to
      be a true representation of Spintex Mills (Nigeria)
      Limited. In the same vain, the sample size of 121
      may also not be a good representative of the views
      of the entire staff of ICON Limited (Merchant Bankers).
      Consequently, 1 am not in a position to say emphati-
      cally that the findings in this research study are
      conclusive.

iv. Only two companies were used for this study. If more
     organisations with different structural arrangement
     were used, it is likely we have some variations in
     findings.

5.5   SUGGESTIONS FOR FURTHER STUDIES

This study can be carried out with a larger sample size. It is suggested that the structure of the organisations to be used should be properly controlled to ensure generalisation of the findings.

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DEPARTMENT OF BUSINESS ADMINISTRATION
UNIVERSITY OF LAGOS
YABA, NIGERIA

TELEPHONE: 82 30 55
TELEGRAMS: UNIVERSITY LAGOS

Date: **21/12/92**

Spintex Mills (Nigeria) Limited
C/o Sunflag Nig. Limited
....

'20, Adeyemo Alakija Street
....

Victoria Island,
....

Lagos.
....

Dear Sir/Madam,

    Topic: .The Impact of Organisational Structure..

             on Employee Performance,......

             ....

             ....

    The bearer Mr/XXXX .OYEDEJI, G,A,................. is a post-
graduate student in this Department. He/She is doing a
research project on the above subject, as part of the requirement
for our M.Sc (hons) degree programme, using your organisation
as a case study.

    I will very much appreciate your kindly assisting the
student with any information or data the student might need
for the study.

    Thank you very much for your anticipated cooperation.

                     Dr. J. O. Uni
           Ag. Head, Dept. of Business Admin.

DEPARTMENT OF BUSINESS ADMINISTRATION
UNIVERSITY OF LAGOS
YABA, NIGERIA

TELEPHONE: 82 30 55
TELEGRAMS: UNIVERSITY LAGOS

Date: 21/12/92

The Manager

...ICON LIMITED (MERCHANT BANKERS)

Broad Street,

LAGOS.

Dear Sir/Madam,

Topic: The Impact of Organisational Structure

on Employee Performance.

The bearer Mr/Miss ......OYEDEJI, G.A....................... is a post-graduate student in this Department. He/She is doing a research project on the above subject, as part of the requirement for our M.Sc (hons) degree programme, using your organisation as a case study.

I will very much appreciate your kindly assisting the student with any information or data the student might need for the study.

Thank you very much for your anticipated cooperation.

Dr. J. O. Oni
Ag. Head, Dept. of Business Admin.

<u>UNIVERSITY OF LAGOS</u>

<u>DEPARTMENT OF BUSINESS ADMINISTRATION</u>

Good day. My name is OYEDEJI, G.A. I am a post graduate student of the Department of Business Administration, University of Lagos. I am conducting a study in partial fulfilment for the award of Master's Degree in Management. The study requires me to ask you some questions about some aspects of your job.

Kindly help me by completing this questionnaire. Any information given will be treated as confidential, and used only for my study. You need not give me your name. Please answer all questions.

THANK YOU FOR HELPING ME.

<u>PART I</u>

<u>INFORMATION ABOUT YOU</u>

1. Sex: Male --------- Female ------------------

2. Marital Status: Single --------- Married ------- Divorced ----

3. Age: Below 25 years ( ), 25-35 years ( )

   36-45 years ( ), Above 45 years ( )

4. Present level in Company: Junior Worker -----------

   Supervisor -------------- Manager --------------------

5. Educational Qualification ------------------------------------

6. Year(s) already spent on the present job -----------------

7. Number of year(s) spent in the company -----------------

<u>PART II</u>

Please indicate by marking an "X" whether you "Strongly Agree", "Agree", "Undecided", "Disagree", "Strongly Disagree" with the following statements.

1. My head of department has qualification relating to my job.

Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree

2. My superior has to approve any decision I make.

Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree

13. I am always conscious of quality in my job

| Strongly Agree | Agree | Undecided | Disagree | Strongly Disagree |

14. At times, I display an unusual appearance in my job.

| Strongly Agree | Agree | Undecided | Disagree | Strongly Disagree |

15. My job allows me to interact with co-workers

| Strongly Agree | Agree | Undecided | Disagree | Strongly Disagree |

16. I feel happy with the amount of supervision I receive on my job.

| Strongly Agree | Agree | Undecided | Disagree | Strongly Disagree |

17. I perform better when working in group.

| Strongly Agree | Agree | Undecided | Disagree | Strongly Disagree |

18. All in all, I am commited to my present job.

| Strongly Agree | Agree | Undecided | Disagree | Strongly Disagree |

19. All things considered, I am satisfied with my job.

| Strongly Agree | Agree | Undecided | Disagree | Strongly Disagree |

PART III

A. Please list five problems you see in this organisation

1. ---

2. ---

3. ---

4. ---

5. ---

Co%A DATA ANALYSIS SHEET (APPENDIX 4)

PROJECT TOPIC: THE IMPACT OF ORGANISATIONAL STRUCTURE ON EMPLOYEE PERFORMANCE.

NAME: OYEDEJI, G.A.   JANUARY 1993

#	Var 01	Var 02	Var 03	Var 04	Var 05	Var 06	Var 07	Var 08	Var 09	Var 10	Var 11	Var 12	Var 13	Var 14	Var 15	Var 16	Var 17	Var 18	Var 19		IND. VAR 01	02	03	04	05
	Has having relevant Quali.	Superior Approval of decisions	Being Informed of duties	Delegation by Superior	Inadequate Auth. on Resp.	Participation in decisions	Inadequate Staff	Having specific Job Schedule	Having more than subordinate	Authority equal Responsibility	Use of Initiative	Quantity of Output	Quality Consciousness	Appearance	Interacting with Co-workers	Happiness to achieve	Work with the Group	Job Commitment	Job Satis.		Marital Status	Age	Educ. Quali.	Years on Job	Years in Coy.
FM01	5	5	1	4	4	2	2	5	5	4	4	4	5	2	2	3	4	4	4		2	3	3	1	1
FM02	4	2	2	4	3	4	2	2	4	3	4	3	4	1	4	3	1	3	4		2	2	3	1	3
Total	9	7	3	8	7	6	4	7	9	7	8	7	9	3	6	6	5	7	8						
X̄	4.5	3.5	1.5	4	3.5	3	2	3.5	4.5	3.5	4	3.5	4.5	1.5	3	3	2.5	3.5	4						
Sd	0.71	2.12	0.71	0	0.71	1.4	0	2.12	0.71	0.71	0	0.71	0.71	0.71	1.41	0	2.12	0.71	0						
MM01	1	4	4	4	2	4	4	4	4	4	5	5	4	2	4	4	4	4	4		2	3	3	2	2
MM02	5	2	4	4	4	4	4	5	5	4	5	5	5	3	2	2	4	4			1	2	3	2	2
MM03	4	5	2	4	1	4	2	4	4	3	4	1	5	4	4	4					2	3	3	2	2
MM04	4	3	3	2	5	3	4	2	4	3	3	4	3	3	4	4	4	3			2	2	3	2	2
MM05	4	1	–	4	2	4	5	2	4	2	4	4	–	4	4	–	5	4			2	3	3	1	3
MM06	4	4	2	4	2	4	2	4	4	4	4	4	2	4	4	4	4	4			2	4	3	3	3
MM07	4	2	2	4	2	2	4	3	4	3	4	4	2	5	2	2	4	4			2	3	3	1	1
MM08	4	4	4	4	4	4	2	4	2	4	4	5	4	2	4	4	2	4	4		2	3	3	3	3
MM09	4	4	2	4	2	4	4	4	4	4	4	4	2	4	4	2	4	4			2	3	3	3	2
MM10	4	4	2	2	5	2	2	3	3	2	3	4	4	3	4	3	3	3			2	4	3	2	3
MM11	5	5	5	2	2	5	2	4	5	4	4	5	4	4	3	4	4	5			2	3	3	2	3
Total	44	38	30	38	31	41	40	40	41	40	44	45	43	26	44	38	31	44	43						
X̄	4	3.45	3	3.45	2.82	3.72	3.64	3.64	3.73	3.64	4	4.09	3.91	2.6	4	3.45	3.1	4	3.91						
Sd	0.77	1.29	1.15	0.93	1.40	0.77	0.92	0.92	1.01	0.50	0.63	1.14	1.04	1	0.63	0.82	0.99	0.45	0.54						
n	11	11	10	11	11	11	11	11	11	11	11	11	11	10	11	11	10	11	11						
ALL M. Total	53	45	33	46	38	47	44	47	50	47	52	52	52	29	50	44	36	51	51						
X̄	4.08	3.46	2.75	3.54	2.92	3.62	3.38	3.62	3.85	3.62	4	4	4	2.42	3.85	3.38	3.0	3.92	3.92						
Sd	0.76	1.23	1.22	0.88	1.32	0.87	1.04	1.04	0.99	0.50	0.31	1.08	1	1.16	0.80	0.77	1.13	0.49	0.49						

#	Var 01 HOD having relevant qual.	Var 02 Superior approval of assistance	Var 03 Being informed of duties	Var 04 Delegation by Superior	Var 05 Inadequate Auth. on Resp.	Var 06 Participation in decisions	Var 07 Inadequate Staff	Var 08 Having Spec. to job schedule	Var 09 Having more than 5...	Var 10 Authority & Responsible	Var 11 Use of initiative	Var 12 Quantity of Output	Var 13 Quality	Var 14 Consciousness	Var 15 Appearance	Var 16 Interacting with Colleagues	Var 17 Happiness with Supervision	Var 18 Work with the Group	Var 19 Job Commitment	Job Satis.		IND. VARIABLES 01 Marital Status	02 Age	03 Educ. Qual.	04 Years on Job	05 Years in Coy.
FS01	5	4	2	4	2	2	2	4	4	4	4	4	4	3	5	3	1	4	4			2	2	2	2	2
FS02	4	4	4	3	4	4	3	4	5	2	3	4	5	5	5	4	–	2	3			2	3	1	1	2
FS03	4	3	4	2	3	1	4	4	2	2	2	2	3	3	3	4	4	3	4			2	2	2	3	3
FS04	4	4	4	4	5	3	4	4	5	1	2	4	4	5	4	4	4	5	5			2	3	1	1	1
FS05	4	4	4	4	5	5	5	5	5	3	3	4	5	5	4	4	5	4	4			–	3	–	2	2
FS06	2	4	2	2	3	2	4	3	4	3	2	4	4	2	3	2	4	3	2			2	2	1	1	1
FS07	3	4	4	5	2	4	–	4	–	4	5	4	4	2	4	3	4	4	3			1	1	2	1	1
TOTAL	26	27	24	24	24	21	20	28	25	19	21	26	29	25	28	24	22	25	25							
$\bar{X}$	3.71	3.85	3.42	3.43	3.43	3	3.33	4	4.17	2.71	3	3.71	4.14	3.57	4	3.43	3.67	3.57	3.57							
s.d.	0.95	0.33	0.98	1.13	1.27	1.41	0.82	0.58	1.17	1.11	1.15	0.76	0.69	1.4	0.82	0.79	1.37	0.98	0.98							
MS01	3	4	1	1	4	1	2	2	1	1		4	4	2	4	1	2	4	4			2	2	3	1	1
MS02	2	4	5	4	4	2	2	5	4	4	4	5	5	2	5	2	4	5	4			2	3	1	–	2
MS03	5	5	5	5	2	5	4	5	5	5	5	5	5	1	5	5	2	5	4			2	2	2	2	1
MS04	4	4	2	2	4	4	4	2	4	2	2	4	4	4	4	2	2	2	1			1	2	3	1	1
MS05	1	1	1	4	2	1	1	4	1	4	4	4	4	1	4	1	1	4	4			2	3	1	2	2
MS06	4	3	2	4	2	4	2	4	3	3	3	4	5	3	4	4	4	4	4			2	2	2	3	3
MS07	2	4	4	4	2	4	2	4	2	–	4	4	4	2	4	4	2	4	4			2	3	–	3	2
MS08	1	2	4	2	3	2	2	5	4	5	5	5	4	4	5	2	2	5				2	3	1	2	2
MS09	4	4	2	4	4	2	4	4	4	2	4	4	4	2	4	4	2	4	4			2	2	1	–	3
MS10	2	4	4	2	2	4	5	4	4	1	5	5	4	3	3	2	5	4	3			1	2	3	1	1
MS11	4	5	2	5	5	1	4	2	2	1	2	3	4	3	5	1	3	3	2			2	2	3	2	2
MS12	2	2	4	2	1	4	1	4	4	–	5	5	5	4	5	4	4	–	5			2	2	–	–	–
MS13	4	4	2	4	2	3	5	3	2	3	3	5	5	4	4	2	4	4	2			2	2	3	1	1
MS14	4	2	1	1	2	1	3	3	1	2	5	5	5	4	4	1	1	5	4			1	2	3	1	1
MS15	5	4	2	4	2	4	4	4	4	3	2	4	4	4	4	4	2	4	2			1	2	2	1	1
MS16	4	5	5	5	1	2	2	5	2	4	4	5	5	1	2	4	4	5	2			2	2	2	1	1
MS17	4	4	4	–	2	3	4	5	1	4	5	5	5	3	4	3	4	4				2	2	2	1	1
MS18	5	2	5	5	1	4	4	5	2	–	5	5	5	1	4	4	2	5	5			2	3	3	1	1

	Var 01	Var 02	Var 03	Var 04	Var 05	Var 06	Var 07	Var 08	Var 09	Var 10	Var 11	Var 12	Var 13	Var 14	Var 15	Var 16	Var 17	Var 18	Var 19		IND. VARIABLES 01	02	03	04	05
	Not having enough work	Support of the supervisor revd.	Being informed of later	Delegation by superior	Inadequate participation in decisions	Inadequate authority in dept.	Having specific job schedule	Having more than 5 subordinates	Authority equals responsibility	Use of initiative	Quantity of output	Quality	Conscientiousness	Appearance	Interacting with co-workers	Happiness with supervision	Work with the group	Job commitment	Job satisfaction		Marital Status	Age	Educ. Quali.	Year(s) on job	Years in co.
MS19	4	4	4	4	1	5	1	5	3	5	5	5	5	1	2	4	2	4	4		1	2	2	1	1
MS20	4	2	2	4	2	4	2	4	2	4	2	4	4	2	4	4	4	2	4		2	4	1	3	3
MS21	2	5	4	2	3	4	3	4	3	3	4	4	4	3	3	4	3	3	4		2	3	1	1	1
MS22	2	4	5	5	4	-	3	2	2	2	5	4	4	4	4	3	3	4	4		2	3	2	2	3
MS23	1	4	1	5	2	1	4	1	5	1	2	5	4	2	4	2	2	4	3		2	2	3	1	1
MS24	2	3	4	3	4	3	3	4	3	4	2	4	2	4	3	4	2	3	4		1	2	1	2	2
MS25	4	5	2	2	2	1	1	4	5	1	2	5	5	4	5	1	2	5	1		2	2	1	2	2
MS26	4	3	4	3	4	2	3	4	2	3	2	2	4	2	3	4	2	3	4		2	3	-	1	1
MS27	3	5	5	2	1	2	4	4	5	2	2	5	4	2	4	4	5	2	3		2	2	1	3	3
MS28	3	4	1	1	4	1	3	1	5	1	3	5	4	5	1	1	4	3	3		2	2	3	1	1
MS29	4	5	3	4	4	2	1	5	5	4	4	5	4	3	5	5	-	2	1		1	4	2	2	3
MS30	5	4	2	4	4	4	1	2	2	5	5	5	1	5	5	2	5	4			2	3	2	2	2
MS31	5	4	4	5	2	4	4	4	2	4	4	5	4	4	4	3	4	4			2	3	3	2	2
MS32	2	4	5	4	5	1	4	4	1	1	1	5	4	2	4	1	3	5	1		1	2	3	1	1
MS33	4	4	2	4	4	4	2	2	3	2	4	4	4	4	2	2	3	3			1	2	3	2	2
MS34	5	1	2	2	4	2	3	4	4	2	5	5	5	2	4	3	2	4	4		1	2	2	2	2
TOTAL	114	124	105	112	95	96	100	123	103	85	120	152	149	96	131	104	91	124	114						
X̄	3.35	3.64	3.07	3.37	2.79	2.76	2.94	3.62	3.03	2.74	3.53	4.47	4.38	2.82	3.85	3.06	2.76	3.76	3.35						
s.d.	1.28	1.15	1.44	1.32	1.25	1.35	1.20	1.26	1.34	1.34	1.35	0.71	0.65	1.27	0.93	1.39	1.09	1.00	1.18						
ALL S. TOTAL	140	151	129	136	119	112	120	151	128	104	141	178	178	121	159	128	113	149	139						
X̄	3.4	3.68	3.15	3.4	2.9	2.8	3.0	3.68	3.2	2.74	3.44	4.34	4.34	2.95	3.88	3.12	2.90	3.73	3.39						
s.d.	1.22	1.06	1.37	1.28	1.26	1.34	1.15	1.17	1.36	1.29	1.32	0.76	0.66	1.30	0.90	1.31	1.17	0.99	1.14						
FW01	4	2	5	4	1	1	1	5	4	4	4	5	5	2	5	-	-	4	2		1	2	2	1	1
FW02	2	3	3	2	3	1	-	2	2	1	1	2	3	2	4	3	3	4			2	4	1	1	1
FW03	4	2	2	3	2	2	3	4	4	2	5	5	4	3	4	3	2	3	4		2	2	2	2	2
FW04	5	2	2	4	4	4	2	5	-	5	3	5	4	4	4	3	5	2			1	1	2	1	1
FW05	4	3	3	3	2	2	3	3	3	3	3	3	2	3	3	3	3	3			1	2	2	1	1
FW06	2	2	4	-	1	2	5	4	1	5	4	5	5	4	4	4	2	5	5		1	2	2	3	3
FW07	4	4	2	2	4	1	4	2	3	2	2	4	4	2	3	2	4	4	4		1	1	3	-	-

#	Var. 01 Having relevant Benefits	Var. 02 Superior Appr. of decision	Var. 03 Being informed of duties	Var. 04 Delegation by Superior	Var. 05 Auth. on Resp. inadequate	Var. 06 Participation in decision	Var. 07 inadequate Staff	Var. 08 Having Specific Job Schedule	Var. 09 Having more than 5 subordinates	Var. 10 Authority equal to responsibilities	Var. 11 Use of Initiative	Var. 12 Quantity of Output	Var. 13 Quality Consciousness	Var. 14 Appearance	Var. 15 Interacting with co-workers	Var. 16 Happiness with supervision	Var. 17 Work with the Group	Var. 18 Job Commitment	Var. 19 Job Satis.		IND. VARIABLES 01 Marital Status	02 Age	03 Educ. Quali.	04 Years on Job	05 Years in Coy.
FW08	5	5	2	2	4	2	4	2	4	2	2	4	5	–	4	5	5	–	5		2	1	–	1	1
FW09	4	4	4	3	4	2	4	3	4	3	2	3	3	2	3	4	3	3	4		1	1	1	1	2
FW10	2	4	4	2	4	2	2	5	2	2	2	4	5	1	2	2	4	2	2		2	2	1	2	2
TOTAL	36	31	31	25	29	19	30	32	32	24	30	38	41	23	34	31	29	32	35						
x̄	3.6	3.1	3.1	2.78	2.9	1.9	3.33	3.2	3.2	2.67	3	3.8	4.1	2.5	3.4	3.44	3.22	3.56	3.5						
s.d.	1.17	1.1	1.1	0.83	1.29	0.88	1.22	1.23	1.23	1.22	1.41	1.03	1.1	1.0	0.97	1.01	0.97	1.01	1.18						
n	10	10	10	9	10	10	9	10	10	9	10	10	10	9	10	10	9	9	9	10					
MW01	4	4	2	5	1	4	4	4	2	1	4	4	5	2	4	4	5	4	2		2	2	2	1	1
MW02	2	2	5	1	1	2	1	5	4	2	2	2	5	1	5	5	4	1	5		2	4	1	1	1
MW03	3	5	1	2	5	1	5	2	4	2	1	4	4	3	4	2	4	3	3		2	2	1	1	1
MW04	5	3	1	1	5	1	4	1	5	2	1	4	5	5	5	5	3	5	5		2	3	1	1	3
MW05	5	5	2	2	2	2	4	4	4	4	5	4	4	–	2	4	5	4	5		2	2	2	1	1
MW06	4	2	4	2	2	4	4	4	4	4	2	4	4	4	4	4	4	–	2		1	2	1	1	1
MW07	–	4	2	2	1	2	1	5	1	5	5	5	5	1	4	5	1	4	4		2	2	–	1	2
MW08	1	4	1	2	2	1	4	4	4	4	4	4	1	5	4	2	3	3			1	2	2	1	1
MW09	5	4	–	–	–	2	4	4	2	2	4	5	–	–	–	–	–	–	–		–	1	1	1	1
MW10	4	1	4	2	2	1	2	4	2	2	5	4	2	1	1	4	1	1	4		1	1	1	1	1
MW11	5	4	5	4	2	4	2	3	4	4	3	5	5	2	5	4	1	4	4		2	2	1	2	2
MW12	2	2	2	3	2	3	4	1	1	2	1	3	4	3	4	3	3	4	3		3	3	–	1	1
MW13	4	2	2	4	2	4	5	5	4	5	4	5	2	2	5	5	5	4			1	1	1	1	1
MW14	3	4	2	2	5	2	5	2	5	1	2	4	5	2	4	2	4	3	4		2	4	–	3	3
MW15	5	2	5	5	–	–	–	5	5	5	5	–	5	1	5	5	5	5	5		2	1	1	1	1
MW16	4	4	4	4	1	5	3	5	5	5	5	5	5	3	5	3	5	5	4		2	2	2	1	1
MW17	3	2	4	2	2	4	3	4	4	4	4	4	3	4	4	4	4	4	4		1	2	2	1	1
MW18	4	2	2	4	2	4	2	5	–	4	5	4	5	2	4	5	5	5	4		1	1	1	1	1
MW19	5	4	2	4	2	4	3	3	2	3	5	5	1	1	4	2	2	4	4		1	2	1	1	1
MW20	4	3	4	3	2	1	2	2	3	3	3	3	2	3	3	3	2	3			1	2	1	1	1
MW21	5	4	4	3	2	3	4	3	4	3	5	3	3	4	3	3	3	4	3		1	3	1	1	1

#	Var. 01 Hob having relevant Quali.	Var. 02 Superior App...	Var. 03 Being informed level of duties	Var. 04 Delegation by Superior	Var. 05 Inadequate Audit on Reg...	Var. 06 Participation in decisions	Var. 07 Inadequate Staff	Var. 08 Having Specific job schedule	Var. 09 Having more than 1 task	Var. 10 Authority commensurate responsibility	Var. 11 Use of Initiative	Var. 12 Quantity of Output	Var. 13 Quality Consciousness	Var. 14 Appearance	Var. 15 Interacting with co-workers	Var. 16 Happiness with Supervision	Var. 17 work with the Group	Var. 18 Job Commitment	Var. 19 Job Satis.					IND. VARIABLES 01 Marital Status	02 Age	03 Educ. Quali.	04 Years on Job	05 Years in Coy
MW22	5	4	2	5	2	-	4	5	5	5	5	5	5	2	5	4	4	5	5					1	2	1	1	1
MW23	4	5	2	2	4	5	3	5	5	2	5	5	5	1	5	2	1	5	4					1	2	1	2	2
MW24	3	4	4	3	2	3	3	2	4	2	2	4	4	3	3	2	3	4	3					1	-	-	1	2
MW25	4	4	2	4	1	-	5	4	1	4	5	4	5	2	2	4	1	3	3					1	2	1	1	1
MW26	3	3	2	2	5	1	4	2	4	2	1	4	3	4	2	3	3	3	4					2	4	2	1	2
MW27	5	4	4	1	1	5	2	5	1	4	5	5	5	1	4	4	3	5	5					2	2	1	2	2
MW28	5	5	5	5	1	5	5	5	5	2	5	5	5	5	1	5	2	5	5					-	1	1	1	1
MW29	4	2	2	4	4	4	4	4	4	5	5	5	4	5	4	4	4	5	4					1	2	1	2	2
MW30	1	5	2	5	1	5	3	2	1	1	2	4	3	5	1	3	3	2						1	2	1	1	1
MW31	2	3	5	4	1	2	1	5	5	4	5	-	4	4	4	4	4	2	4					1	2	1	1	1
MW32	4	4	3	3	4	3	2	3	4	3	3	4	4	4	4	4	4	4	4					2	2	1	2	-
MW33	5	4	5	2	2	1	4	1	3	2	4	4	4	2	4	3	3	4	4					2	3	1	2	2
MW34	4	3	2	2	2	4	2	4	2	3	2	2	4	3	2	2	1	3	1					1	1	1	-	1
MW35	5	3	3	4	2	4	1	5	3	2	4	2	3	4	2	4	2	4	2					1	2	1	1	1
MW36	2	4	2	2	4	2	2	4	2	4	4	4	4	4	4	4	4	4	4					2	3	1	3	2
MW37	4	2	2	4	1	4	5	5	2	2	5	5	4	4	4	5	1	2	3					1	2	1	2	1
MW38	2	4	4	2	2	2	4	3	3	4	4	4	2	4	4	4	4	4	4					2	3	1	3	3
MW39	4	2	4	4	2	2	2	4	2	2	4	4	2	4	2	2	4	2						2	2	1	2	2
MW40	4	2	4	4	2	2	2	2	2	2	4	4	2	4	2	2	4	2						2	2	1	1	1
MW41	4	2	4	4	2	1	3	2	4	2	4	4	2	4	2	4	4	2						1	1	1	1	1
MW42	4	2	2	4	1	5	4	4	5	1	1	2	4	1	4	4	1	1	4					2	2	2	1	1
MW43	4	4	2	2	2	2	3	4	3	3	3	4	4	1	4	4	3	3	3					1	1	2	1	1
MW44	3	3	2	2	2	2	3	3	3	3	3	3	3	2	2	3	3	3	3					2	2	2	-	-
MW45	4	5	4	4	2	2	2	5	2	2	2	5	4	4	5	1	2	4	1					1	1	1	1	1
MW46	4	4	5	4	2	2	4	5	4	2	4	4	4	2	4	4	4	4	4					1	2	1	1	1
MW47	4	4	4	4	2	4	2	4	2	4	4	4	4	2	4	4	4	4	4					-	2	1	1	1
MW48	2	4	2	4	1	1	4	2	2	2	4	4	4	5	2	1	5	1						1	2	1	2	2
MW49	3	4	1	4	4	2	1	4	2	4	5	5	4	3	5	3	3	4	4					2	2	1	2	2

	Var. 01	Var. 02	Var. 03	Var. 04	Var. 05	Var. 06	Var. 07	Var. 08	Var. 09	Var. 10	Var. 11	Var. 12	Var. 13	Var. 14	Var. 15	Var. 16	Var. 17	Var. 18	Var. 19		IND. VARIABLES				
																					01	02	03	04	05
	HOS having relevant qual. Superior App.	rival of decisions	Being informed of duties	Delegation	key Superior inadequate Auth. in Resp.	Participation in decisions	Inadequate staff	Having sufficient job Schedule	Having more than their	Authority (inadequate) Resp.	Use of initiative	Quantity of output	Quality Consciousness	Appearance	interacting/working activity/happiness with workers	Happiness with supervision	work with the Group	Total Commitment	Job Satis.		Marital Status	Age	Educ. Qual.	(Years) in Job	(Years) in Coy
MW50	4	5	1	1	1	2	4	4	4	—	—	5	4	1	—	—	4	—	4		2	3	1	3	3
TOTAL	183	171	144	154	109	127	151	182	162	145	173	192	202	121	182	166	149	175	170						
X̄	3.73	3.42	2.94	3.14	2.27	2.70	3.08	3.64	3.31	2.9	3.53	4.0	4.12	2.52	3.79	3.46	3.04	3.72	3.47						
S.d.	1.09	1.09	1.31	1.21	1.25	1.35	1.24	1.26	1.29	1.18	1.46	0.9	0.83	1.29	1.13	1.13	1.31	1.10	1.10						
n	49	50	49	49	48	47	49	50	49	50	49	48	49	48	48	48	49	47	49						
ALL W.																									
TOTAL	222	202	175	179	138	146	181	214	194	169	203	230	243	144	216	197	174	207	205						
X̄	3.76	3.37	2.97	3.09	2.38	2.56	3.12	3.57	3.29	2.86	3.44	3.97	4.12	2.52	3.72	3.46	3.05	3.70	3.47						
S.d.	1.04	1.09	1.27	1.16	1.27	1.31	1.23	1.25	1.27	1.18	1.45	0.92	0.87	1.17	1.10	1.10	1.26	1.08	1.10						
n	59	60	59	58	58	57	58	60	59	59	59	58	59	57	58	57	57	56	59						
GLOBAL	415	398	337	364	295	305	338	412	372	320	396	460	473	274	425	369	323	407	395						
X̄	3.67	3.49	3.01	3.28	2.63	2.77	3.05	3.61	3.32	2.91	3.50	4.11	4.19	2.57	3.79	3.32	2.99	3.73	3.49						
S.d.	1.10	1.11	1.30	1.16	1.29	1.31	1.19	1.19	1.28	1.19	1.34	0.89	0.82	1.23	1.00	1.15	1.20	0.99	1.07						
n	113	114	112	111	112	110	111	114	112	110	113	112	113	110	112	111	108	109	113						

KEY :
X̄ = Mean
S.d. = Standard Deviation
n = Number of respondents
FM = Female Manager
MM = Male Manager
FS = Female Supervisor
MS = Male Supervisor
MW = Male Worker
FW = Female Worker

Coy.B DATA ANALYSIS SHEET

PROJECT TOPIC: THE IMPACT OF ORGANISATIONAL STRUCTURE ON EMPLOYEE PERFORMANCE.

NAME: OYEDEJI, G. A.   JANUARY 1993

#	Var 01 Has having relevant Quali.	Var 02 Superior appr-ovel of decisions	Var 03 Being informed of duties	Var 04 Delegation by superior	Var 05 Inadequate Authority on resp.	Var 06 Participation in decisions	Var 07 Inadequate staff	Var 08 Having specific job schedule	Var 09 Having more than 5 subordinates	Var 10 Authority equals res-ponsibilities	Var 11 Use of Initiative	Var 12 Quantity of output	Var 13 Quality Consciousness	Var 14 Appearance	Var 15 Interacting with co-workers	Var 16 Happiness with supervision	Var 17 Work with the group	Var 18 Job Commitment	Var 19 Job satis.		IND. VARIABLES 01 Marital Status	02 Age	03 Educ. Quali.	04 Years on Job	05 Years in Com.
Fm01	4	4	3	4	2	4	5	4	1	1	4	5	5	–	5	5	2	5	5		2	2	3	3	3
Fm02	5	4	3	4	2	3	4	4	2	4	4	4	4	3	4	4	3	4	4		2	2	3	1	1
Fm03	4	2	4	4	2	4	4	4	2	4	4	4	4	2	4	4	3	4	4		1	2	3	1	1
Fm04	5	2	2	4	–	4	4	4	4	4	5	5	–	–	–	–	–	–	–		1	2	3	1	1
Fm05	5	5	4	5	1	3	3	4	4	3	3	4	4	3	5	2	3	4	4		–	2	3	1	1
Fm06	4	1	2	4	2	4	2	2	2	3	5	5	5	4	4	4	2	5	4		1	2	3	1	1
Fm07	5	5	5	4	5	2	2	2	5	4	2	5	5	5	5	5	3	5	5		2	2	3	1	1
Total	32	23	23	29	14	24	24	24	20	23	27	32	27	17	27	24	16	27	26						
$\bar{X}$	4.57	3.29	3.29	4.14	2.33	3.43	3.43	3.43	2.86	3.29	3.86	4.57	4.53	3.4	4.5	4	2.67	4.5	4.33						
Sd.	0.53	1.60	1.11	0.38	1.37	0.79	1.13	0.98	1.46	1.12	1.07	0.53	0.54	1.14	0.55	1.10	0.52	0.55	0.52						
n	7	7	7	7	6	7	7	7	7	7	7	7	7	6	5	6	6	6	6						
MM01	4	4	5	4	4	5	4	2	5	2	5	5	4	4	5	5	3	3			2	3	3	1	1
MM02	4	4	4	4	2	4	2	4	3	2	4	4	4	2	4	3	2	4	4		2	2	3	1	2
MM03	4	4	3	4	2	4	4	4	4	2	4	4	4	2	4	4	4	4	4		2	3	3	3	3
MM04	5	4	2	3	2	1	3	4	1	4	4	5	5	3	4	4	3	4	4		2	3	3	1	3
MM05	4	2	2	4	2	4	2	4	2	2	4	4	4	2	4	4	2	4	2		2	3	3	1	3
MM06	5	4	4	2	3	5	4	4	2	3	4	4	5	3	5	4	2	5	5		2	2	3	1	1
MM07	5	4	4	4	2	4	3	4	2	3	4	4	4	2	4	3	3	5	5		2	3	3	2	2
MM08	4	4	4	4	2	4	2	4	4	4	4	4	2	4	4	4	4	4	4		2	2	3	1	1
MM09	1	2	2	4	2	2	2	4	2	2	2	3	5	3	4	2	4	4	4		2	2	3	1	1
MM10	3	3	4	4	4	4	5	4	4	2	4	5	3	4	4	2	4	4	4		1	2	3	1	1
MM11	4	4	4	4	2	4	4	4	2	4	4	3	4	3	3	4	4				2	2	3	2	2
MM12	4	4	4	4	4	4	4	4	4	4	4	4	2	4	4	2	4				2	3	3	3	2
MM13	4	2	4	2	2	4	2	4	2	4	5	3	5	–	5	4	2	5	4		2	2	3	1	1

	Has having relevant qualif.	Superior approval of decisions	Being informed of duties	Delegation by Superior	Inadequate Auth. on resp.	Participation in decisions	Inadequate staff	Having specific Job schedule	Having more than 5 Subordinate	Authority equals responsibilities	Use of Initiative	Quantity of Output	Quality Consciousness	Appearance	Interacting with Co-Workers	Happiness with Supervision	Work with the Group	Job commitment	Job Sqts.		Marital Status	Age	Educ. Quali.	Years on Job	Years in Coy.
MM15	4	4	1	4	1	4	5	2	5	1	4	5	5	1	5	4	2	4	4		2	3	3	3	3
MM16	4	4	5	4	4	4	4	5	2	4	5	4	4	2	4	4	3	4	5		2	3	3	1	2
MM17	4	2	4	4	2	5	5	4	4	4	5	5	5	2	4	4	4	4	3		2	2	3	1	1
MM18	4	2	4	4	2	5	2	4	4	4	5	4	4	1	4	4	1	5	5		1	2	3	1	1
MM19	5	2	4	5	-	4	4	4	1	2	4	5	4	1	4	4	4	5	4		1	2	3	-	-
MM20	5	-	5	5	2	5	2	5	2	5	5	5	5	4	5	5	4	5	5		2	2	3	1	1
MM21	5	2	4	4	2	4	3	4	2	4	4	4	4	2	4	4	2	5	5		2	3	3	1	1
TOTAL	86	65	77	81	48	84	68	82	59	64	90	88	95	46	89	81	62	90	86						
$\bar{X}$	4.10	3.25	3.67	3.86	2.4	4	3.24	3.90	2.95	3.05	4.29	4.19	4.52	2.3	4.24	3.86	2.95	4.29	4.10						
S.d.	0.89	0.97	1.06	0.73	0.88	0.95	1.14	0.70	1.28	1.12	0.56	0.60	0.51	0.86	0.44	0.65	1.07	0.56	0.77						
ALL M.																									
TOTAL	113	88	97	110	58	108	92	106	79	87	117	120	122	63	116	105	78	117	112						
$\bar{X}$	4.21	3.26	3.76	3.93	2.23	3.86	3.29	3.79	2.93	3.11	4.18	4.29	4.52	2.52	4.30	3.89	2.89	4.33	4.15						
S.d.	0.83	1.13	1.17	0.66	0.86	0.93	1.12	0.79	1.30	1.10	0.72	0.60	0.51	1.00	0.47	0.75	0.97	0.55	0.72						
FS01	2	4	2	4	5	4	5	5	4	2	5	5	5	5	5	4	4	5	1		2	2	3	1	1
FS02	5	4	2	4	2	5	2	4	1	4	4	5	5	-	5	5	3	4	3		2	2	3	1	2
FS03	4	4	4	4	2	2	3	4	3	4	4	4	4	2	4	4	2	4	4		1	1	2	2	2
FS04	2	4	4	2	2	4	4	4	2	-	4	-	4	2	4	3	2	2	4		2	1	-	2	2
FS05	4	5	2	5	5	4	2	5	4	4	5	5	5	2	4	2	2	4	4		1	-	2	3	2
FS06	2	5	2	4	1	4	5	5	3	4	4	4	5	2	2	4	3	5	5		1	2	2	1	1
FS07	4	4	3	3	2	3	2	4	2	3	3	4	4	4	4	4	4	4	4		2	2	3	1	1
FS08	5	4	5	4	2	4	4	4	3	2	4	4	4	2	4	4	2	4	3		1	2	3	-	-
FS09	1	4	5	1	2	2	4	4	2	4	5	5	5	2	5	4	3	5	4		2	2	3	-	1
FS10	2	4	-	4	4	4	2	4	4	5	5	5	5	4	5	4	-	4	3		1	2	2	2	2
FS11	5	5	4	2	2	4	2	5	5	5	4	5	5	2	4	4	5	5	5		2	2	3	1	1
FS12	2	4	2	4	4	3	5	5	2	3	4	5	5	2	4	3	2	4	4		2	4	2	2	2
FS13	1	2	3	4	2	2	4	-	-	2	5	5	5	3	5	5	3	5	5		2	2	3	1	1
FS14	2	4	4	2	4	3	3	4	4	2	4	3	5	3	4	4	2	4	4		2	2	2	3	3
FS15	4	2	2	2	2	2	2	2	2	2	5	5	2	5	-	4	5	5	4		2	3	1	3	3
FS16	5	2	4	2	2	2	5	2	5	4	4	5	4	4	4	2	5	5	4		2	2	3	1	1

#	Var. 01 Not having relevant Quali.	Var. 02 Superior appraisal of decisions	Var. 03 Being informed of duties	Var. 04 Delegation by Superior	Var. 05 Inadequate authority on resp.	Var. 06 Participation in decisions	Var. 07 Inadequate staff	Var. 08 Having specific job schedule	Var. 09 Having more than 5 subordinates	Var. 10 Authority equals responsibility	Var. 11 Use of initiative	Var. 12 Quantity of output	Var. 13 Quality Consciousness	Var. 14 Appearance	Var. 15 Interacting with Co-Workers	Var. 16 Happiness with supervision	Var. 17 Work with the Group	Var. 18 Job Commitment	Var. 19 Job Satis.		01 Marital Status	02 Age	03 Educ. Quali.	04 Year(s) on Job	05 Year(s) in Coy.
FS19	5	2	2	4	3	4	4	2	2	4	4	4	4	4	4	4	3	4	4		2	2	3	1	1
FS20	5	5	5	5	2	5	2	5	2	4	5	4	5	2	5	5	4	5	4		2	2	3	1	1
FS21	4	4	2	4	5	4	5	1	1	1	4	5	5	4	5	3	2	5	2		2	2	3	1	1
FS22	2	-	5	1	5	4	4	3	4	5	4	3	5	1	5	4	4	4	4		2	2	2	2	2
FS23	5	4	2	4	4	4	2	4	2	2	4	4	4	1	4	4	4	4	4		1	2	3	1	1
FS24	4	5	4	5	3	5	4	4	2	2	4	4	5	4	5	2	2	3	5		1	1	3	1	1
FS25	4	4	2	4	2	2	4	5	5	2	4	5	5	1	4	4	3	5	3		1	2	3	2	2
FS26	1	3	2	1	2	4	4	4	2	4	4	4	4	4	4	4	2	4	4		2	2	1	3	3
FS27	2	2	4	1	1	4	4	4	2	4	4	4	5	2	4	4	2	5	5		2	4	1	3	3
FS28	5	2	4	4	2	3	4	4	2	4	3	4	5	3	5	4	3	4	3		2	2	3	1	1
FS29	1	5	5	1	5	1	1	5	5	5	5	5	5	5	5	5	1	5	5		2	2	2	2	1
FS30	1	1	5	4	1	1	2	5	1	3	4	5	5	4	5	5	5	5	2		2	3	2	3	3
FS31	4	3	4	2	3	5	3	4	2	4	5	5	5	4	5	5	3	4	3		1	2	2	2	2
FS32	3	4	1	5	2	4	5	4	4	2	5	5	5	1	5	4	3	4	3		2	2	3	2	1
TOTAL	106	107	96	104	85	109	108	125	86	102	133	134	152	84	142	124	91	139	120						
X̄	3.31	3.57	3.20	3.25	2.74	3.41	3.38	4.03	2.77	3.29	4.16	4.32	4.75	2.71	4.44	4	2.93	4.34	3.75						
S.d.	1.53	1.17	1.32	1.34	1.29	1.13	1.21	0.98	1.20	1.19	0.68	0.75	0.44	1.18	0.67	0.77	1.00	0.70	0.95						
MS01	2	4	5	5	2	4	1	5	4	1	4	5	4	1	5	5	2	4	5		1	2	3	1	1
MS02	5	5	5	4	4	4	4	4	2	-	2	4	4	4	5	2	4	4	4		2	-	-	2	2
MS03	4	4	4	4	2	2	3	4	2	4	4	4	3	4	4	3		4	5		2	2	3	1	1
MS04	4	4	4	3	2	4	4	4	2	4	4	4	4	2	4		4	3	5	5	1	2	3	1	1
MS05	5	4	3	5	2	3	3	2	3	4	5	3	5	4	5	4	5	5	4		1	2	3	1	1
MS06	5	4	2	4	4	5	5	5	1	1	5	5	5	-	5	4	3	5	5		1	2	3	1	1
MS07	4	2	2	3	3	2	3	2	3	2	3	2	5	2	4	5	2	5	3		2	3	3	1	2
MS08	4	2	2	4	2	2	5	3	4	3	3	4	3	4	4	2		4	4		1	2	3	1	1
MS09	4	4	4	4	2	2	4	4	1	4	4	5	5	4	5	4	5	5	5		1	2	3	1	1

#	Var. 01 Aids having relevant Qual.	Var. 02 Superior Approval of decision	Var. 03 Being informed of duties	Var. 04 Delegation by Superior	Var. 05 Inadequate Authority on Resp.	Var. 06 Participation in decisions	Var. 07 Inadequate staff	Var. 08 Having Specific Job Schedule	Var. 09 Having more than 5 subords	Var. 10 Authority equals resp.	Var. 11 Use of Initiative	Var. 12 Quantity of Output	Var. 13 Quality Consciousness	Var. 14 Appearance	Var. 15 Interacting with Co-workers	Var. 16 Happiness with Supervision	Var. 17 Work with the Group	Var. 18 Job Commitment	Var. 19 Job Sats.		IND. VARIABLES 01 Marital Status	02 Age	03 Educ. Quali.	04 Year(s) on Job	05 Year(s) in Coy.
MW09	3	5	2	3	2	3	2	3	3	2	1	3	3	3	4	3	4	3	4		1	1	1	1	1
MW10	4	5	4	4	2	3	4	4	1	2	3	4	4	2	4	4	4	5	5		1	2	2	1	1
MW11	4	4	4	4	4	4	4	4	2	2	4	4	4	1	4	4	2	4	4		2	2	2	1	1
MW12	2	3	3	2	3	2	4	2	3	3	2	3	3	4	3	3	3	3	4		3	4	-	2	2
MW13	4	4	2	4	3	2	2	1	5	5	4	4	4	3	4	2	3	3	4		2	3	1	3	3
Total	44	51	41	40	34	39	43	42	45	41	36	47	46	36	47	40	39	43	46						
$\bar{X}$	3.38	3.92	3.15	3.08	2.62	3.0	3.31	3.23	3.46	3.15	2.77	3.62	3.54	2.76	3.62	3.08	3	3.31	3.54						
S.d.	0.96	1.04	1.21	1.04	1.12	1.29	1.25	1.24	1.56	1.2	1.24	0.87	1.13	1.36	0.87	0.76	0.91	1.18	1.05						
n	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13						
All W. Total	55	67	54	51	45	48	58	54	59	53	45	59	61	45	59	52	54	55	63						
$\bar{X}$	3.24	3.94	3.18	3	2.65	2.82	3.41	3.18	3.47	3.12	2.65	3.47	3.59	2.65	3.47	3.06	3.18	3.24	3.71						
S.d.	0.97	1.09	1.24	1.0	1.06	1.29	1.28	1.19	1.46	1.17	1.22	1.08	1.12	1.22	1.07	0.90	0.95	1.09	0.99						
n	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17						
Global	462	421	403	431	306	410	402	457	336	381	465	496	532	299	507	452	364	498	461						
$\bar{X}$	3.92	3.57	3.42	3.59	2.62	3.39	3.38	3.81	2.82	3.23	3.84	4.13	4.43	2.62	4.23	3.80	3.08	4.15	3.87						
S.d.	1.21	1.13	1.19	1.07	1.41	1.14	1.24	0.97	1.25	1.09	0.96	0.78	0.72	1.09	0.73	0.85	1.02	0.82	0.92						
n	118	118	118	120	117	121	119	120	119	118	121	120	120	114	120	119	118	120	119						