

The Role of Organizational Structure in Improving Employee Performance Quality Evidence From the Directorate of Local Administration in M'Sila Province

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Abstract

This study examined the role of organizational structure in improving the quality of employee performance at the Directorate of Local Administration in M'Sila Province, Algeria. The study established the conceptual relationship between organizational design and performance quality and assessed this relationship empirically. A descriptive–analytical design was used. Data were collected through a structured questionnaire distributed to 100 employees representing different administrative units; 94 valid questionnaires were returned, yielding a 94% response rate. The instrument demonstrated strong internal consistency for organizational structure (Cronbach's $\alpha = .808$) and employee performance quality (Cronbach's $\alpha = .916$). Descriptive results indicated that the perceived adequacy and development of the existing organizational structure was below the neutral midpoint ($M = 2.65$, $SD = 0.81$). Employee performance quality was also slightly below the desired midpoint ($M = 2.92$, $SD = 0.63$). Simple linear regression showed that organizational structure had a positive and statistically significant effect on performance quality, $R = .358$, $R^2 = .128$, $F(1, 92) = 13.484$, $p < .001$. The estimated regression equation was $Y = 2.127 + 0.310X$. The findings indicate that clearer responsibilities, more flexible coordination, updated structures, and better delegation can improve performance, although most variation is explained by additional organizational and environmental factors. The study recommends structural redesign, standardized job descriptions, continuous administrative training, and explicit performance-quality indicators.

Keywords: organizational structure, administrative organization, employee performance, performance quality, local administration, M'Sila Province



Introduction

Contemporary public organizations operate in environments characterized by rapid technological change, rising expectations for service quality, and increasing pressure for accountability. These conditions have encouraged public institutions to redesign their organizational structures and develop more flexible administrative arrangements. Organizational structure is not merely a static chart. It constitutes the formal architecture through which responsibilities are distributed, authority is delegated, communication flows, and coordination occurs across departments and managerial levels. As Daft (2015) explains, structure provides the framework that links strategy, work processes, information, and people. Similarly, Mintzberg (1983) emphasizes that the effectiveness of an organization depends on the fit between its coordinating mechanisms, division of labor, and operating environment.

Employee performance quality is closely related to the organizational setting in which work is performed. Clear reporting relationships, appropriate delegation, reliable communication, and unambiguous job descriptions reduce duplication and strengthen accountability. In contrast, rigid structures and overlapping responsibilities may delay decisions and weaken service quality (Robbins & Judge, 2017).

The Directorate of Local Administration in M'Sila Province links central authorities with municipalities and districts. It performs personnel, financial, regulatory, and public-property functions. The study therefore examined whether its organizational structure contributes to improving employee performance quality and the timeliness of local public services.

Purpose of the Study

The study aimed to assess the extent to which the organizational structure is appropriate and continuously developed, evaluate the perceived quality of employee performance, and test the statistical effect of organizational structure on performance quality.

Theoretical Background and Hypotheses

Organizational structure specifies tasks, authority, communication, and coordination. When well designed, it clarifies responsibility, decision rights, and information flow. Algerian studies associate structural capital and supportive administrative conditions with stronger performance (Ben El Bar & Qadiri, 2019; Ben Wadih & Bissar, 2019).

Performance quality is the accurate, efficient, and consistent completion of duties in accordance with organizational standards. It requires clear expectations, error prevention, measurement, feedback, and continuous improvement (Ta'ma, 2012).

Research Questions

- To what extent does the Directorate of Local Administration in M'Sila Province develop and coordinate its organizational structure?
- To what extent does the directorate seek to improve employee performance quality in accordance with standards of accuracy and mastery?

- Does organizational structure have a statistically significant effect on employee performance quality?

Hypotheses

- H1: The directorate demonstrates an adequate level of organizational-structure development.
- H2: The directorate effectively and continuously improves employee performance quality.
- H3: Organizational structure has a statistically significant positive effect on employee performance quality at $\alpha \leq .05$.

Method

Research Design and Setting

A descriptive–analytical, cross-sectional design was used to describe employee perceptions and test relationships between variables. The study was conducted at the Directorate of Local Administration in M'Sila Province, an administrative unit coordinating personnel, financial, regulatory, and public-property functions with municipalities and districts.

Participants and Procedure

A questionnaire was distributed to 100 employees and administrative staff; 94 usable responses were returned (94%). Respondents represented diverse ages, educational levels, job categories, and levels of professional experience.

Measures

The questionnaire included two scales. Organizational structure covered flexibility, clarity, delegation, reporting relationships, and structural updating. Performance quality covered work mastery, division of labor, quality planning, expected standards, error prevention, and service satisfaction. Items used a five-point Likert scale with a neutral midpoint of 3.00.

Data Analysis

Data were analyzed with SPSS Version 22. Frequencies and percentages described the sample. Means, standard deviations, and coefficients of variation summarized the study variables. Cronbach's alpha assessed internal consistency. The hypotheses were evaluated through comparison with the neutral midpoint and through simple linear regression. Analysis of variance (ANOVA) tested the overall significance of the regression model. Statistical significance was evaluated at $\alpha = .05$.

Results: Sample Characteristics and Reliability

Table 1

Internal Consistency of the Study Scales

Scale	Cronbach's α
Organizational structure	.808
Employee performance quality	.916

Note. Both coefficients exceed conventional minimum thresholds and indicate strong internal consistency.

Table 2

Profile of the Respondents (N = 94)

Characteristic	n	%
Age: 30 or younger	11	11.7
Age: 31–40	47	50.0
Age: 41–50	31	33.0
Age: 51 or older	5	5.3
Experience: 5 years or less	19	20.2
Experience: 6–10 years	28	29.8
Experience: 11–15 years	20	21.3
Experience: 16 years or more	27	28.7
University degree (bachelor/master)	52	55.3
Postgraduate degree	13	13.8
Managerial/professional cadre	45	47.9
Implementation officer	23	24.5

Note. Half of the respondents were 31–40 years old, and approximately 80% had more than 5 years of professional experience. University and postgraduate qualifications represented 69.1% of the sample. The largest occupational group was managerial/professional staff (47.9%).

Results: Organizational Structure and Performance Quality

Table 3

Descriptive Statistics for the Main Study Variables

Variable	M	SD	Interpretation
Organizational structure	2.65	0.81	Below the neutral midpoint
Employee performance quality	2.92	0.63	Slightly below the neutral midpoint

Note. The neutral theoretical midpoint was 3.00 on a five-point scale.

Organizational Structure

The general mean for organizational structure was 2.65 (SD = 0.81), which was below the neutral midpoint. Accordingly, H1 was not supported. Respondents perceived weaknesses in the flexibility and continuous updating of the structure, the delegation of authority, and the clarity of relationships between supervisors and subordinates. These results suggest a gap between the formal design of the directorate and the requirements of contemporary administrative work.

Employee Performance Quality

The general mean for employee performance quality was 2.92 (SD = 0.63), also below the midpoint. Thus, H2 was not supported at the expected level. The most favorable perceptions concerned the clear division of labor (M = 3.78, SD = 0.91) and the accurate definition of job content (M = 3.56, SD = 0.92). By contrast, quality planning (M = 2.61), proactive prevention of operational errors (M = 2.59), and satisfaction with administrative services (M = 2.16) received lower ratings. The pattern indicates that employees recognize the value of role clarity but perceive insufficient institutional systems for continuous quality improvement.

Results: Effect of Organizational Structure on Performance Quality

Table 4

Simple Linear Regression Model Summary

R	R ²	Adjusted R ²	SE of estimate
.358	.128	.118	.590

Note. Predictor: organizational structure. Outcome: employee performance quality.

Table 5

ANOVA for the Regression Model

Source	SS	df	MS	F	p
Regression	4.691	1	4.691	13.484	< .001
Residual	32.009	92	.348		
Total	36.701	93			

Table 6

Regression Coefficients

Predictor	B	SE B	β	t	p
Constant	2.127	.226	—	9.416	< .001
Organizational structure	.310	.084	.358	3.672	< .001

Note. Estimated equation: Employee performance quality = 2.127 + 0.310(organizational structure).

The regression model was statistically significant, $F(1, 92) = 13.484$, $p < .001$. Organizational structure explained 12.8% of the variance in employee performance quality. The positive coefficient indicated that a one-unit improvement in perceived organizational structure was associated with a 0.310-unit increase in performance quality. H3 was therefore supported.



Discussion

The findings support the proposition that organizational structure contributes to employee performance quality in local public administration. Although both variables were rated below the desired midpoint, their relationship was positive and statistically significant. Structural improvement can therefore generate measurable performance gains.

The low structural mean reflects rigidity, limited delegation, insufficient updating, and weak coordination. Organizational-design theory similarly emphasizes alignment among authority, task differentiation, coordination mechanisms, and environmental demands (Daft, 2015; Mintzberg, 1983). Within a directorate serving several municipalities and districts, unclear responsibilities and slow information flows can increase bureaucracy and delay decisions.

Employees rated division of labor and job definition more positively than quality planning, error prevention, and service satisfaction. Role clarity may therefore exist without a mature continuous-improvement system. Sustainable performance also requires communication, training, measurement, and a supportive culture (Ben El Bar & Qadiri, 2019; Ta'ma, 2012).

The model explained 12.8% of performance variation. The remainder may reflect leadership, motivation, resources, technology, work climate, competence, and external constraints. Structural redesign should thus be part of a broader improvement strategy.

Conclusion, Recommendations, and Limitations

Conclusion

The study concluded that the Directorate of Local Administration in M'Sila Province displayed an insufficient level of organizational-structure development and a performance-quality level below the desired standard. Nevertheless, organizational structure exerted a positive and statistically significant influence on employee performance quality. Clearer authority, updated workflows, effective coordination, and appropriate delegation can therefore strengthen administrative performance and public-service quality.

Practical Recommendations

- Redesign workflows to reduce bureaucracy and overlapping responsibilities.
- Expand delegation within clear accountability limits and clarify reporting relationships across the directorate, municipalities, and districts.
- Adopt standardized job descriptions and measurable indicators of individual and institutional quality.
- Provide continuous training and integrate structural reform with leadership, digital administration, motivation, and citizen-focused service design.

Limitations and Future Research

The cross-sectional, self-report design involved one directorate and therefore limits causal inference and generalization. Future research should compare provinces, use longitudinal data and objective indicators, and test leadership, climate, digital readiness, and engagement as mediating variables.



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