

The Role of Organizational Structure in Improving Job PerformanceA Field Study among the Employees of the Ministry of Economy, Industry and Investment

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STUDY SUMMARY

The study aimed to determine the role of the organizational structure in improving the job performance of the employees of the Ministry of Economy, Industry and Investment, as well as to identify the level of the organizational structure of the employees in the General Office of the Ministry of Economy, Industry and Investment, and to identify the level of their job performance. The study used the descriptive method with its analytical methods, and the field survey of the study community was conducted through the study tool (questionnaire), according to the comprehensive survey method, and the study population represented by the employees of the Ministry of Economy, Industry and Investment in the Ministry's General Office was identified (215), and the data were collected on the methods of distributing the questionnaire. and the use of SPSS software as well as AMOS software. There is a **statistically significant positive relationship between the organizational structure and job performance:** It is shown that increasing the level of the organizational structure contributes to improving the level of job performance among the employees in the Ministry, and the value of the beta coefficient reached (0.340), which indicates that any improvement in the practices of the organizational structure is matched by an improvement in performance.

The study reached a set of results, the most important of which are: the existence of a positive impact of the organizational structure on improving job performance to a moderate degree, in addition to paying attention to other factors, as well as supporting specialization and distributing tasks according to efficiency, as well as simplifying administrative procedures and reducing complexity to improve performance efficiency, as well as reducing centralization and granting broader powers to employees.

KEYWORDS: Organizational Structure, Centralization, Formality, Colonel, Specialization, Job Performance.

1. GENERAL FRAMEWORK OF THE STUDY

1.1 Limitation:

Our modern era that we are living in is characterized by the rapid developments of systems and technology and the increasing competitive atmosphere in the organization towards providing the best, so each institution had to keep pace with those successive and accelerated developments and provide the best of it, so the attention was paid to the appropriate organizational structures and modern systems in the important variables for promotion, all in order to improve the individual's job performance and increase his productivity, and in the recent period, he began to look at and pay attention to the aspects of the individuals working in those institutions, in terms of the nature of their behavior within the organization and the ways to motivate and enhance the individual. This is due to his affiliation, commitment, integration with the organization, keeping pace with modern technological developments, and solving problems in making decisions in a timely manner.

Job performance is considered the essential part of the survival and continuity of the organization in all its forms, because job performance is the process of accomplishing the

tasks assigned to each employee, based on the behavior carried out by the employee, which is later reflected in results embodied in the achievement he has reached (Sarab: 2020).

The importance of the organizational structure comes from the fact that it is responsible for all operations in the organization, and it determines tasks and tasks, distributes powers, responsibilities, and decision-making centers, as it reflects its quality and the nature of the relationship between its departments, the nature of the responsibilities and powers of each, and determines the type of data and information between the various administrative levels of the organization, and it is also responsible for the behavior of employees within the organization (Abdulaziz, Farid: 2020).

Within the framework of this growing interest in organizational structure, here are some of what researchers and those interested in about the organizational structure of the institution, job performance and administrative creativity, as the organizational structure of the organization is similar to the skeleton of a human being, as the health of the organizational structure is evidence of the health of this institution, and vice versa, the organizational structure is a formal organization of centers, roles, and relations between

individuals and departments towards achieving the goals and tasks of the organization (Al-Douri: 2005).

Hence, the study will aim to highlight the importance of the organizational structure and job performance because of their role in raising the efficiency of institutional work within the Ministry, and the organizational structure is an organizational framework that clarifies job relations and work responsibilities, and contributes to enhancing job performance through roles, improving the work environment, and increasing the effectiveness of the effort exerted, as well as the adoption of new ideas and work methods that contribute to improving implementation procedures, developing the level of services, and achieving the Ministry's goals to improve its institutional performance over departments and organizational units.

2.1.1 Study Problem:

Today, the world is witnessing an accelerated increase in the level of competition between institutions in various productive and service sectors, both in the public and private sectors. In light of this reality, ministries are facing increasing challenges posed by a constantly changing work environment and rapid technological development, which requires high adaptability to ensure continuity of performance and achieve organizational stability (Kabyl, 2020, 1).

According to the structure of the Ministry of Industry and Trade (currently the Ministry of Economy, Industry and Investment) and the development of the Ministry's methods and methods of general performance and the modernization of tasks and responsibilities, this has not been accompanied by a parallel development in improving the work environment for its employees to the same extent.

The restructuring process by Cabinet Resolution No. (222) of 2007 indicates that there are a number of challenges related to the organizational structure of the Ministry, including the absence of periodic development of the structure, the lack of attention to the motivation aspects, the lack of adoption of capacity building and skills development programs, the lack of a clear organizational vision by some departments, in addition to the prevailing routine in the work environment, the weak coordination between the departments, and the absence of effective strategies for follow-up and evaluation. The level of job performance among employees. This was manifested in the weak ability to present new ideas to develop work methods, the lack of individual and collective initiatives, the limited participation in solving problems in innovative ways, in addition to the weak response to modern technological and organizational changes. This is according to the analysis of the current situation of the Ministry of Economy, Industry and Investment for the second phase 2021-2025 (November, 2020).

In addition to the limited administrative awareness of employees, the weakness of specialization and the high

degree of centralization in decision-making, these factors together limit the Ministry's ability to invest the energies of employees and enhance administrative creativity, which would reflect on the Ministry's performance. Hence, the research problem can be highlighted through the following main question:

What is the role of the organizational structure in improving the job performance of employees at the Ministry of Economy, Industry and Investment?

3.1 Research Questions:

1. What is the reality of the organizational structure in the Ministry of Economy, Industry and Investment?
2. What is the level of job performance of employees in the Ministry?
3. What is the impact of the organizational structure on improving job performance?

4.1 Research Objectives:

Based on the research problem, the following objectives can be determined:

1. Identify the nature of the organizational structure in the Ministry of Economy, Industry and Investment.
2. Measuring the level of job performance among the employees in the Ministry.
3. Determine the impact of the organizational structure by removing it in improving job performance.

5.1. Importance of the Research:

1.5.1 Theoretical significance:

- The research contributes to enriching the scientific literature related to the role of the organizational structure in improving the job performance of employees in the Ministry of Economy, Industry and Investment.

2.5.1 Practical Importance:

- Providing practical results that can help the Ministry to restructure or modify its organizational systems to stimulate job performance.
- Contribute to improving the overall performance of the Ministry by promoting an effective administrative environment.

6.1 Cognitive Model:

1.6.1 Independent Variable: Organizational Structure

To measure the independent variable of the organizational structure and its dimensions, which are (formal, central, complexity, specialization)

2.6.1 Dependent variable: Functionality

To measure the dependent variable of job performance and dimensions, which are (abilities, role perception, work environment, effort).

The cognitive model was built and the measurement dimensions were selected for each variable as shown in the following figure:

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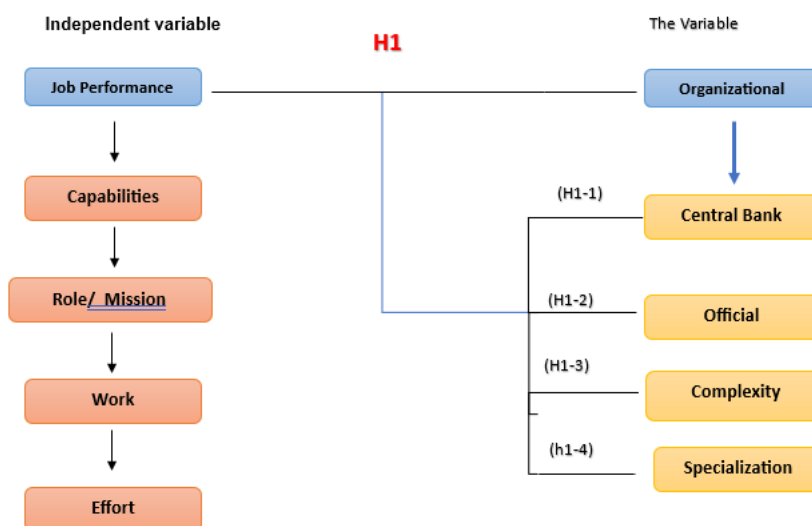


Figure (1-1) Knowledge Model of the Study

8.1 Hypotheses:

This study is based on the following hypotheses:

The first main hypothesis (H1): There is a statistically significant effect of the organizational structure on improving job performance, and the following hypotheses are derived from it.

There is a statistically significant effect of centralization in improving job performance in the Ministry of Economy, Industry and Investment

There is a statistically significant effect of formalism on improving job performance in the Ministry of Economy, Industry and Investment

There is a statistically significant effect of complexity in improving job performance in the Ministry of Economy, Industry and Investment

There is a statistically significant effect of specialization in improving job performance in the Ministry of Economy, Industry and Investment

1.9Procedural definitions of study terms:

A. Organizational Structure:

It is a graphical representation of all the activities and operations of an organization so that it can give an idea of all the departments and departments of the organization and how they relate to each other (Daft:2004, 87).

B. Centralization:

It means that the authority is concentrated in a concerned party in the institution, meaning that decisions always need a high-level manager, so the more the right to make a decision is limited to the higher levels of the organization, the more it indicates a high degree of centralization and vice versa (Abido: 2018).

T. Official:

The extent to which the organization relies on laws, regulations, rules, instructions, decisions, procedures, and detailed standards in directing and controlling the behavior, actions, and behaviors of individuals during the performance of their work (Abla: 2013).

D. Complexity:

It is the amount of vertical and horizontal division of labor that results in difficulty in coordination, i.e. refers to the number of managerial levels and the size of the scope of supervision (Robbins:2022).

C. Specialization:

It refers to the degree to which organizational tasks are divided into similar activities specialized in a particular right and separate from other activities, and the lower the degree of specialization, the fewer tasks will result in (Al-Salem, 2008, 61).

T. Job Performance:

It is the process of accomplishing the tasks assigned to each employee, based on the behavior of the employee, which is later reflected in the results embodied in the achievement he has reached (Hassouna: 2011).

Procedural Definition: It is the result of an achievement made by any employee, whether good or not.

10.1 Limitations of the study:

The limits of the study are limited to the following:

Objective Limitations: This study will be limited to the topic of the role of the organizational structure represented in its dimensions (centrality, formality, complexity, specialization) and in improving job performance in its dimensions (capabilities, role perception, work environment, effort).

Spatial Limitations: The study is limited to the General Office of the Ministry of Economy, Industry and Investment.

Human Limits: This study is limited to its community of leadership and staff of the Ministry of Economy, Industry and Investment.

2.1: Previous Studies: Organizational Structure by Performance Study:

-Indira Sri others and study the relationship between (2025) organizational structure and work culture on employee .performance

"The Relationship between Organizational Structure and Work Culture on Employee Performance at KPP Pratama Medan Begawan.

This study aims to analyze the impact of division of labor, employee authority and work culture on employee performance at the Tax Service Office (KPP) Pratama Maidan Pelawan. The research methodology used is qualitative. The results show that a clear division of labor improves work efficiency, but inequality in workload remains an obstacle. Highly bureaucratic employee authority can hinder the effectiveness of work, while granting greater autonomy can increase employee motivation. A strong work culture also contributes to Improve performance, and all of us are influenced by centralization, flexibility and work culture in improving work.

Shagufta) 2021study entitled " The Impact of (Organizational Structure on Employee Performance in Social Welfare and Women's Development Journals" in Azad .Jammu and Kashmir, Pakistan

"Impact of organizational structure on employees Job Performance in selected social welfare and women development areas Jammu and Kashmir, Pakistan.

This study aimed to evaluate the impact of the structure on the work performance of employees in Azad Jammu and Kashmir and the study adopted the descriptive method, and the study sample (101) and the results showed that the organizational structure has positive effects on the performance of employees and the efficiency and productivity of organizations in general, and therefore it is correct to say that the better organizational structure has fruitful contributions to the results of the efforts and development of the employees and the organizations will enjoy the performance of the organizationsBetter and improved productivity.

-Situmorang) s'2020study entitled "The Impact of (Organizational Structure and Work Motivation on the Performance of Vendor Employees in an Auto Distributor .Company". Published Master's Thesis, Indonesia

"The Effect OranizatonalStre and Work Motivation On Vendoris Employee Performance at Auditive Distributor in IN donesia"

The study aimed to identify and analyze the impact of organizational structure and work motivation on employee performance in Indonesia, the study adopted the survey method. The study sample was (100) employees. The results of the study showed that the structure positively affects the performance of employees, the work motivation positively affects the performance of employees, the organizational structure positively affects the work motivation, and the efforts made to improve the performance of employees can be done through the effectiveness of the organizational structure and the improvement of motivation.

- FarJ (2017) study entitled "Adopting Organizational Restructuring as an Approach to Improving Job Performance", Case Study at the Ministry of Labor and Social Affairs, Iraq.

The study aimed to verify the relationship and impact between the research variables, i.e. between the organizational restructuring strategy and organizational performance in the researched organization, and the researcher used the descriptive-analytical method, and the research community consists of (58) managers, andthe results of the research showed that the increase in the importance of the organizational restructuring strategy in the field of job performance and its improvement is due to the increase in the volume of services provided by the Ministry of Labor and Social Affairs in light of social and political developments.

2/THEORETICAL FRAMEWORK

1.2 Concept of Organizational Structure:

Al-Rubaie (2020) believes that the organizational structure is the internal framework of the organization, which consists of administrative levels that are linked to each other by horizontal and vertical lines that represent the paths of authority and channels of communication, and its purpose is to link and coordinate between the various organizational units and direct their path towards achieving organizational goals. Al-Marhadi (2019: 123) is defined as the formality of the distribution of tasks among the members of the organization, the formal relationship between individuals on the one hand and between communities on the other hand, who submits the report and to whom, and mechanisms Formal coordination, and control over the use of resources, leading to the achievement of the organization's objectives.

Al-Ariqi, 2014: 243) defines the general framework that defines the relations (authority and responsibility, scope of supervision, centralization and decentralization, delegation, committees) between administrative levels as "vertical distinction" and defines departments and functions and assigns competencies and tasks to the functions of the departments "horizontal distinction" within a framework of integration represented in the coordination of the efforts of individuals, functions and departments.

2.2 Objectives of the Organizational Structure:

The organizational structure is built in order to achieve a set of vital things for the organization, including (Al-Salem: 2018, 106):

- Distribute work and tasks in terms of the needs of departments and departments.
- Coordinating the various works of the Foundation.
- Define the powers and responsibilities of each job position.
- Allocate the Foundation's resources according to the needs of the departments.
- Assisting in decision-making and exercising structural strength.
- Facilitate the definition of individual roles in the organization.

3.2:Dimensions of the Organizational Structure

- Centralization.
- Formalization.
- Complexity.

- Specialization.

The following is a brief presentation of these dimensions:

First: (Centralization).

Al-Marhadi (2012: 120) defines centralization as the degree to which decision-making processes are centralized, at a specific point in the organization.

Radia (2008: 31) defines decision-making power as the centralization of decision-making power in one hand, without delegating part of it to others at lower levels of the organizational structure.

Centralization has advantages as seen by Al-Mohammadi (2011: 85), which are:

- Creating the required coordination for the various activities of the organization, as it ensures the unity of method followed in the organizational unit.
- Achieving effective control over all operations within the organization.
- Ensure that decisions are aligned with the objectives of the organization as a whole.
- Confronting a section of subordinates, who lack information or experience.
- Provide work contexts for the sessions and the actions taken.
- Investing in the skills and expertise of specialists in various fields.

Centralization is blamed on the following (Radwan, 2015: 80):

- Slowness in the process of making necessary and important decisions.
- Inertia and administrative routine while killing the innovative spirit of the workers.

Second: Formalization:

(Mohammed: 2020: 23) defined the use of written rules and procedures to unify processes, and formality measures the level at which the work practiced by an individual is limited by rules and procedures that may be implicit and clear, so that he cannot deviate from them and not expose those who deviate from them to accountability, and therefore the more formal, the less freedom the individual has to choose the method of performing the work and how to perform.

The advantages of formality are the most important of them (Al-Mohammadi: 2011: 82)

- Coordination and harmony in work, with the possibility of employing workers with different qualifications, given that there are rules and procedures that were originally prepared to address later situations.
- Demystifying the role played by the incumbent, as his duties are specific and written.
- Formality helps to save expenses and achieve better performance from employees.
- Ease of control, by reaching a high degree of predictability of employee behavior due to the existence of written regulations and work contexts.

The officialism is punishable by the following:

- The high use of rules and procedures increases the degree of inflexibility in the organization.
- Adherence to formality may affect the design and functionality of the organization.
- Limiting creativity or inventing new ways of doing business due to the high reliance on formality, which makes employees think about the implementation of written actions, procedures, and rules rather than creative thinking or advanced methods (Al-Mohammadi: 2011, 88).

Third: (Complexity):

The term complexity refers to the degree of difference (division), or diversity within the structure, as it is divided into three types: horizontal division, vertical division, and geographical division. He points out (2006: 24) that there are three elements of the degree of complexity, namely division and horizontal specialization, vertical division, and geographical division:

- Horizontal Division: It refers to the activities carried out by the organization, the groups of professional functions and the various specializations in it, as the number of organizational units and their divisions, the more the number and diversity of professions and specializations, the more complex the structure and vice versa.
- Vertical division: It indicates the depth of the organizational structure, so that if the number of organizational levels increases, the organizational structure becomes more complex, and vice versa.
- Geographical division: It refers to the extent of the spread and geographical distribution of the organization's operations and activities, as the organizational structure is characterized by a higher degree of complexity, and the more units affiliated to the organization in different regions and locations, the greater the percentage of employees in them, and the greater the distances between them.

Fourth: (Specialiton)

It is defined as the way in which the division of labor and the distribution of work in an organization is carried out, so that the organization can be divided into several sections, based on functionality, or on the stages that the service or the producer goes through, and specialization is the sum of the choices of the organization's managers about the division of labor, because of its direct impact on the structural components (Al-Mohammadi: 2011, 94).

The advantages and disadvantages of specialization are as follows (Sultaniya, Qira: 2008, 58):

- Reduces time for business education.
- Reduces the time it takes to change work.
- It facilitates the process of training individuals and increasing skills.
- Reduce cost and increase productivity.
- Simplifies the lines of assignment of responsibilities.

- It allows the recruitment of competencies in non-specialized positions.
- Simplifies the process of identifying your organization's customers.
- It is associated with using the most effective method.

The following specializations are punishable:

- The routine and repetitive nature of the functions makes them lose their appeal.
- Lack of a sense of accomplishment.
- Given that a specific job is performed in a precise way, this work lacks diversity and does not arouse enthusiasm and challenge among employees.
- It leads to boredom, boredom, and monotony in performance.
- Increasing psychological pressure, and the individual's lack of self-assertion.
- Reduces internal elasticity.
- It is not easy to comprehensively understand the problem.
- It may support the dependency of some of the two specialties.

2.2Concept of job performance:

It is defined as the outputs or results achieved by the worker during the performance of his duties and the performance of his duties effectively and predetermined specifications in order to achieve the goals set by the institution.

As for (Nourhan & Amireh, 2023: 14) it is defined as measuring the employee's ability to achieve the set goals at work and carry out the tasks assigned to him effectively.

Sakina and Radia (2022: 13) refers to the efforts exerted by the individual in the job, which begins with the awareness of the role, tasks assigned to him, and the degree of completion of them, in order to achieve the benefit and effectiveness of the organization according to the available resources.

2.3Factors affecting job performance:

Three factors that affect performance in particular are particularly important:

- Employee: and their knowledge, skills, interests, values, motivations, and attitudes.
- Function: Its requirements, challenges, and enjoyable work assignments are challenging and contain elements of backfeeder as part of it.
- Organizational environment: The work environment, supervision, abundance of resources, administrative systems, and organizational structure, where the function is performed through and within these factors (Al-Assaf, 2003:58).

4.2 Elements of Job Performance:

Functional performance consists of a set of elements, the most important of which can be explained in the following (Okasha: 2001, 34).

- Knowledge of job requirements: It includes general knowledge, technical skills, professional and general background about and related fields.
- Quality of work: It is represented in the extent to which the individual is aware of the work he

performs and the desire, skills, ingenuity, and ability to organize and execute the work when mistakes are made.

- Amount of work done: The amount of work that an employee can accomplish under normal working conditions, and how fast this achievement can be done.
- Perseverance and Trust: It includes seriousness and dedication to the employee's ability to take responsibility for the work and get the workers done on time and the extent to which this employee needs guidance from supervisors.

5.2 Dimensions of Functionality:

2.5.1Capabilities:

It is the personal characteristics that the individual worker uses in the performance of his work, such as the ability to do the work as planned, the ability to communicate to improve results by acquiring the greatest amount of information, the ability to understand and understand correctly what is required to do the work properly, and these abilities do not change over a short period of time, and these abilities can be built through the process of training, education, and these abilities must be commensurate with the job being performed (Okasha: 2008: 34).

The capacities are of two types (Afifi, Abdelhadi: 2001, 181).

- Mental Abilities - Physical Abilities

2.5.2Role Perception:

Perception appears to be a mental process of recognizing and understanding people, situations, and objects, but rather in response to sensory changes that have undergone them, and it defines the complex psychological process of sensory symmetry from the outside world (Shurooq: 2018. 1414).

2.5.3Ergonomics:

: The appropriate work climate must be created so that it leads to the satisfaction of the individual's needs, which are a reflection of his motivation towards work and consists of (Al-Jamasi: 2016, 33).

- Internal Factors - External Factors

2.5.4Voltage:

It refers to the amount of physical and mental energy an employee expends while performing his or her tasks, including focus, time, and resources used to achieve work goals efficiently and effectively, and the level of effort varies depending on the nature of the work, the work environment, and the job requirements (Robbins & Judge, 2013).

Effort has different types as mentioned (Hassan, 2009: 109):

- Physical exertion
- Mental effort
- Emotional effort
- Extra effort.

The Relationship Between Organizational Structure and Job Performance

The organizational structure is one of the means to achieve the goals of the organization, and in order for the organizational structure of the organization to achieve efficiency and effectiveness in accomplishing tasks, it must

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be characterized by the balance with which it achieves the relations between the powers and responsibilities granted to the individual, as well as the balance in the scope of supervision and lines of communication, in addition to the need for flexibility in organizational structures (Al-Rubaie, 2020: 92).

Understanding the organizational adjustments derived from internal and external changes, in addition to the ability of organizational structures to anticipate future changes, without being exposed to repeated fundamental changes that would confuse the work (Al-Shanti, 2006: 53).

The structure contributes to achieving improvements in the level of performance by achieving quality, speed, and cost reduction, and by employees doing the right and useful work and in the right way to achieve the organization's goals, by providing the information required for decision-making and facilitating the process of obtaining it (Masri, 2016: 37).

Since organizational structures with characteristics and characteristics would allow employees to participate in decisions, formulate policies, and achieve innovation within the framework of an organizational climate capable of motivating individuals and raising morale, whenever these characteristics are available to the organizational structure of the organization, this has led to a direct positive impact on the effectiveness of the performance of its employees (Kabyl, 2020: 93).

The clarity and effectiveness of the organizational structure have a crucial role in improving performance by reducing job overlap and improving the decision-making process (Mohsen, 2022: 77).

Hence, it is clear that improving job performance in the Ministry of Industry and Commerce is closely related to the efficiency, clarity and flexibility of the approved organizational structure, as studies confirm that there is a direct relationship between the effectiveness of the

organizational structure and the high level of job performance, by raising efficiency, improving the quality of work, and enhancing the ability to achieve the Ministry's strategic goals.

1.3 Research Methodology:

In order to achieve the objectives and questions of the research, the quantitative method was used in its descriptive and analytical method to determine the relationship between the organizational structure as an independent variable and the functional performance as a dependent variable, and to measure the relationship between them to reach the results and expectations and the interaction between the study variables and reach conclusions on which the recommendations and suggestions of the research community are based, and the study included the Ministry of Economy, Industry and Investment, where a number of sources were relied on to collect data to answer the questions of the study, and these sources are represented in the following:

- Primary (Field) Sources: The questionnaire was prepared as a tool for collecting data and information and was the main tool of the research, which included a number of phrases and dimensions that reflected the research objectives and hypotheses, in order to address the analytical aspects of the study topic, where the primary data were collected and analyzed.
- Secondary (library) sources such as books, periodicals, scientific theses, unpublished researches, and relevant official documents and reports.

2.3 Research Population and Sample:

- Research Population The research community consists of (215) employees of the Ministry of Economy, Industry and Investment's public debts as shown in Table (1).

Table (1) shows the number of the research population

Total	Specialist	Specialist	Department Managers	Senior Specialist	General Managers	Advisors
215	38	34	69	18	25	23

Source: HR Statistics 2024

- **Study Sample:** Due to the small size of the community as it represents (215) individuals, the community was fully targeted by the comprehensive inventory method to circulate the results, and Table (2) shows the number of distributed, retrieved and valid forms for analysis:

Table (2) shows the number of forms distributed, refunded and valid for analysis

Ratio of valid forms to refunds	Valid forms for analysis	Number of ineligible forms	Redeemed to Distributed Ratio	Retrieved Forms	Number of Forms Distributed
99.0%	207	2	97.2%	209	215

Analysis Module:

The research adopted the Enterprise Analysis Unit, represented by the Ministry of Economy, Industry and Investment in the Republic of Yemen at its various functional levels.

3.3 Data Collection Tool:

The data collection tool consists of two parts as follows:

First: Personal Data:

Second: Themes and Dimensions of the Study:

The questionnaire consisted of three variables consisting of (40) items, distributed over (8) dimensions within the two variables, as shown in Table (3)

Table (3) shows the study variables, their dimensions and the number of paragraphs

Number of paragraphs	Dimensions	Variables	m
5	Central Bank	Organizational Structure	1
5	Official		
5	Complexity		
5	Specialization		
5	Capabilities	Job Performance	2
5	Role/Mission Awareness		
5	Work Environment		
5	Voltage		
40	Total		

3.4 Methods of statistical analysis:

A set of statistical methods were used to achieve the objectives of the study and analyze the extracted data, where the data were coded and entered and cell lengths were determined for the five-point Likert scale (minimum and upper limits), and the statistical analysis and testing of the study hypotheses were carried out using advanced tools and programs that suit the nature of the data and the variables of the study, where the statistical packages program for social sciences (SPSS was used)) in order to analyze the data, as well as many appropriate statistical methods were used to process the data, which we summarize as follows:

- Frequencies and percentages to calculate the frequency and percentage of general data of the participants in the study sample.
- Calculate the mean of the responses of the sample members in order to know the extent to which the responses of the research sample members increased or decreased on each of the questionnaire paragraphs.
- Calculating the standard deviation, which is one of the best measures of dispersion, to identify the extent to which the answers of the study sample members deviated from each of its means.
- Simple and multiple linear regression analysis to test the hypotheses of the study.

5.3 Descriptive analysis of the variables and dimensions of the study:

3.5.1 Descriptive analysis of demographic variables:

Table (4) Descriptive Analysis of Demographic Variables

Percentage	Issue	Variables	
66.7%	138	Male	Gender
33.3%	69	Female	
100.0%	207	Total	
13.0%	27	Under30years	Age
48.3%	100	to 3045years old	
38.6%	80	46years and older	
100.0%	207	Total	
14.5%	30	High School and below	Educational Level
70.0%	145	Bachelor	
15.5%	32	Postgraduate studies	
100.0%	207	Total	
11.1%	23	Consultant	Job Title
12.1%	25	General Manager	
8.7%	18	Senior Specialist	
33.3%	69	Director of Management	

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Percentage	Issue	Variables	
16.4%	34	Specialist	Years of Service
18.4%	38	Specialist	
100.0%	207	Total	
22.2%	46	Less than 10 years	
30.9%	64	10 to under 20 years	
46.9%	97	20 years and above	
100.0%	207	Total	

Source: Results of Statistical Analysis

Table (4) shows that the majority of the study sample members are in the gender category (male) with a frequency of (66.7%) and a frequency of (138), where males are considered the majority in the study sample since the majority of the Ministry's employees are males, and this may be attributed to their ability to work in the evening period and during holidays and holidays. It is also found that the majority of the study sample members are in the age group (30 to 45 years) with a frequency of (48.3%) with a frequency of (100), followed by the age group (46 years and above) with a frequency of (80) and this result reflects that the age composition of the employees in the Ministry indicates that most of the workers are from the category of young people mixed with experience and mental maturity, which gives an indication that it is possible Investing these cadres in the future, and because they are the most creative, productive and scalable age group, and the majority of the educational level category (Bachelor) with a frequency of (145), followed by the educational level category (Master) with a frequency of (32), it can be explained that holders of

the scientific qualification (Bachelor) were the highest percentage because the Bachelor's qualification is the most sought-after in employment in institutions in general, and in the Ministry in particular. The Ministry relies on the selection of its employees to be qualified, more efficient and effective, and the requirements of work and career advancement require a scientific qualification, as it is clear from the table that the category of job title (manager of a department) came in the first place with a frequency of (69), followed by the category of job title (specialist) with a frequency of (38). In terms of the direct relationship between the work environment, where the departments in the list are many and complex under the general administrations, while the category of years of service (20 years and above) came in the first place with a frequency of (97), followed by the category of years of service (from 10 to less than 20 years) with a frequency of (64). This is due to the experience gained by the scientists at the Ministry and to the Ministry's desire to retain these cadres and work to develop them.

2.5.3 Descriptive analysis of the study variables:

Descriptive Analysis of the Independent Variable Organizational Structure:

Table (5) Averages and Deviations of Organizational Structure Dimensions

Ranking	Availability	Value Ratio	Standard deviation	Arithmetic Average	Dimensions	m
1	high	81.4%	.720	4.07	Central Bank	1
2	high	71.0%	.726	3.55	Official	2
3	high	69.4%	.818	3.47	Complexity	3
4	Medium	65.0%	.899	3.25	Specialization	4
high		71.6%	.461	3.58	Average Organizational Structure	

Table (5) shows that the level of practice of the organizational structure in the public debt of the Ministry of Economy, Industry and Investment has achieved a general arithmetic average of (3.58), which reflects a high level of availability of the organizational structure, and the general percentage (71.6%) supports this result, and with a standard deviation of (0.461), which shows a moderate degree of dispersion, which reflects a remarkable homogeneity in the

opinions of the sample members, came after centralization in the first place in terms of availability and at a high level, where its arithmetic average reached (4.07) with a standard deviation of (0.720) and a percentage of (81.4%), while it came in the last place in terms of availability after specialization and at an average level, where its arithmetic average reached (3.25) and a standard deviation of (0.899) and a percentage of (65%).

Descriptive Analysis of the Functional Performance Dependent Variable:

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Table (6) Averages and Deviations of Job Performance Dimensions

Ranking	Availability	Percentage	Standard deviation	Arithmetic Average	Dimensions	m
3	high	67.8%	.762	3.39	Capabilities	1
2	high	71.0%	.760	3.55	Role/Mission Awareness	2
4	Medium	62.4%	.878	3.12	Work Environment	3
1	high	75.2%	.757	3.76	Voltage	4
high		69.2%	.660	3.46	Average Job Performance	

Table (6) shows that the level of job performance in the public debt of the Ministry of Economy, Industry and Investment has achieved an overall arithmetic average of (3.46), which reflects a high level of job performance, and the general percentage (69.2%) supports this result, with a standard deviation of (0.660), which shows a moderate degree of dispersion, which reflects a remarkable homogeneity in the opinions of the sample members, which came after the effort It ranked first in terms of availability and at a high level, as its arithmetic average reached (3.76) and a standard deviation of (0.757) and a percentage of

(75.2%), while it came after the work environment in the last place with an average level of (3.12) and a standard deviation of (0.878) and a percentage of (62.4%).

1.4 Testing the hypotheses of the study:

4.1.1 Test the main hypothesis:

"There is a statistically significant effect of the organizational structure on improving job performance among employees in the Ministry of Economy, Industry and Investment."

To test the first major hypothesis, simple linear regression analysis was used.

Results of the main hypothesis test (H1):

Table (7) shows the impact of the organizational structure on improving job performance.

Test T	Betaß Beta	Significance Level	Test F	Contrast R Square	Correlation coefficient R
7.48	0.663	0.000	55.9	0.214	0.463

It is clear from the data contained in Table (7) that there is a statistically significant effect of the organizational structure on improving job performance in the general debts of the Ministry of Economy, Industry and Investment, as the correlation coefficient came with a value of (0.463) while the R square coefficient explains the percentage of (0.214) changes in the improvement of job performance in the general debts of the Ministry of Economy, Industry and Investment resulting from the organizational structure, and the value of the score reached beta (0.663), i.e., an increase of one degree in the development of the organizational structure leads to an improvement in the job performance in the general debt of the Ministry of Economy, Industry and Investment with a value of (0.633), and the significance of this effect is confirmed by the calculated value of F, which amounted to (55.9), which is a function at a significance level of less than (0.05), which means the acceptance of the main hypothesis, which states that "There is a statistically significant effect of the organizational structure on improving job performance in the general debt of the Ministry of Economy, Industry and Investment."

Sub-hypothesis test results:

To test the subhypothesis, multiple linear regression analysis was used.

H1a: There is a statistically significant effect of centralization in improving job performance in the Ministry of Economy, Industry and Investment.

H1b: There is a statistically significant effect of formalism on improving job performance in the Ministry of Economy, Industry and Investment.

H1c: There is a statistically significant effect of complexity in improving job performance in the Ministry of Economy, Industry and Investment.

H1D: There is a statistically significant effect of the specialization in improving job performance in the Ministry of Economy, Industry and Investment.

Multiple regression analysis was conducted in order to study job performance improvement in the Ministry of Economy, Industry and Investment as a dependent variable and (centrality, formality, complexity, specialization) as independent variables, where multiple regression analysis provides indicators that show a single effect, for example, the value of R indicates the extent to which a group of variables can predict a certain outcome, while R² The so-called determination coefficient is used to know the explanatory

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power of the given model, and R^2 is used to interpret the explanatory power of the multiple linear regression model, so it is called a corrector because it is taken from R^2 .

Table (8) Model (Summary)

Significance levelSig.	Estimated standard deviation error	Square Modified Value	R	Contrast Square	Correlation coefficient R	Model
0.000*	0.489	0.487	0.497	0.705a		1

- Independent variables: specialization, centrality, complexity, formality
- Dependent variable: Improved functionality

It is clear from the data in Table (8) that the total correlation (R) value of all independent variables (central, formal, complexity, specialization) with the dependent variable of job performance improvement was (0.705) at a significance level of less than (0.05), which means that there is a positive correlation between the independent variables (Centrality, formality, complexity, specialization) and the dependent variable (job performance improvement), while the R square

coefficient of determination was (0.497) while the corrected coefficient of determination R^2 was (0.487), which means that the independent explanatory variables (central, formal, complexity, specialization) were able to explain (48.7%) of the changes in (job performance) and the rest (51.3%) were attributed to other factors, and ANOVA analysis was used to evaluate the statistical significance and explanatory powers of the model by F test, and Table (9) shows this.

Table (9) ANOVAa test results

	Significance Level	F value	Average Squares	Degree of Freedom	Total Squares	Model	
	.000b	49.965	11.167	4	44.667	Decline	1
			.223	202	45.146	Leftovers	
				206	89.813	Total	

- Dependent variable: Improved functionality
- Independent variables: specialization, centrality, complexity, formality

Table (9) shows the ANOVA test result. This shows the values of the variance analysis through which the explanatory power of the model as a whole can be known statistically (F), where the high significance of the F test (49.965) at the significance level of 0.000 is observed in the table, which indicates a statistically high explanatory power of the multiple linear regression model.

Table (10) shows the details about the effect of independent variables (central, formal, complexity, specialization) on the dependent variable (job performance improvement), as it includes the four variables in the analysis.

Table (10) Details of the Effect of Independent Variables on the Dependent Variable

Significance Level	T value	Standard Parameters Beta	Non-standard transactions		Variables	Model
			Standard Error	b		
.000	6.950		.270	1.873	Fixed	1
.058	-1.910	-.097	.047	-.089	Central Bank	
.019	2.357	.147	.057	.134	Official	
.855	.183	.009	.041	.008	Complexity	
.000	9.714	.606	.046	.445	Specialization	

Table (10) shows the results of the multiple linear regression test to know the degree of effect of independent variables on the dependent variable, and the results were as follows: Regarding the first sub-hypothesis: It is clear from Table (10) that there is no statistically significant effect of centralization

in improving job performance in the Ministry of Economy, Industry and Investment, where the value of the regression coefficient was β (-0.089), and the value of T was (1.910), where the significance level came with a value of 0.058, which is greater than 0.05This means rejecting the first sub-

hypothesis and accepting the nihilistic hypothesis, which states that "there is no statistically significant effect of centralization on improving job performance in the Ministry of Economy, Industry and Investment."

Regarding the second sub-hypothesis: It is clear from Table (10) that there is a statistically significant positive effect of formality in improving job performance in the Ministry of Economy, Industry and Investment, where the value of the regression coefficient was β (0.134), and the value of T was (2.357), where the significance level came with a value of 0.019, which is less than 0.05, and this indicates that the increase in formality in The Ministry of Economy, Industry and Investment by one amount will lead to an increase of (13.4%) in improving job performance, which means accepting the second sub-hypothesis, which states that "there is a statistically significant effect of formalism in improving job performance in the Ministry of Economy, Industry and Investment." This finding supports the main hypothesis.

Regarding the third sub-hypothesis: It is clear from Table (10) that there is no statistically significant effect of complexity in improving job performance in the Ministry of Economy, Industry and Investment, where the value of the regression coefficient was β (0.008), and the value of T was (0.183), where the significance level came with a value of 0.855, which is greater than 0.05., this means rejecting the third sub-hypothesis and accepting the nihilistic hypothesis, which states that "there is no statistically significant effect of complexity in improving job performance in the Ministry of Economy, Industry and Investment."

Regarding the fourth sub-hypothesis: It is clear from Table (10) that there is a statistically significant positive effect of specialization in improving job performance in the Ministry of Economy, Industry and Investment, where the value of the regression coefficient was β (0.445), and the value of T was (9.714), where the significance level came with a value of 0.000, which is less than 0.05, which indicates that the increase in specialization in The Ministry of Economy, Industry and Investment by one amount will lead to an increase of (44.5%) in improving job performance, which means accepting the fourth sub-hypothesis, which states that "there is a statistically significant effect of specialization in improving job performance in the Ministry of Economy, Industry and Investment" and this result supports the main hypothesis.

CONCLUSIONS AND RECOMMENDATIONS:

Conclusions:

- The results suggest that organizational structure partially influences job performance, meaning that performance improvement is not only dependent on organizational structure, but is influenced by other factors.
- Specialization is the most important factor in raising the efficiency of job performance.
- Adherence to formal procedures contributes to improved performance if it is structured and uncomplicated.

- The lack of centralization reflects that the concentration of authority at the higher levels does not contribute to improved performance and may limit the speed of decision-making and the efficiency of implementation.
- The lack of complexity effect indicates that increased administrative levels or interlocking procedures do not reflect positively on performance.

RECOMMENDATIONS

- Don't rely solely on the organizational structure to improve performance, and work to integrate other factors such as training, motivation, and a supportive work environment.
- Enhancing job specialization within the Ministry by distributing tasks and responsibilities in accordance with qualifications and experience, as this has a clear positive impact on improving performance.
- Develop and update formal systems and procedures to ensure clarity of roles and define responsibilities, while ensuring a balance between organizational discipline and flexibility in implementation.
- Reducing centralization in decision-making and delegating powers to the lower administrative levels, which contributes to speeding up procedures and raising the efficiency of performance.
- Reconsider the level of organizational complexity and work to simplify the structure and administrative procedures, in a way that enhances the workflow and reduces unnecessary bureaucracy.

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