

ORGANISATIONAL SOCIAL INTERACTION AND STRUCTURE AS PREDICTORS OF JOB PERFORMANCE AMONG BANKERS IN IBADAN METROPOLIS

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Abstract

Organisations invest in their employees through training, development, maintenance, and retention, with the ultimate goal of achieving productivity. Yet, salient factors are still pertinent to the performance of employees, especially in the banking sector; hence, the focus of this study is on the influence of organisational social interaction and structure on job performance among bankers in Ibadan. A cross-sectional survey research design was adopted, and data was gathered from 209 bank workers. The age distribution in this study ranged from 20 to 62 years, with an average of 38 years and 3 months. Findings revealed that bank employees with high organisational social interaction reported higher levels of perceived job performance (mean = 93.36; SD = 6.75) than those with low levels of perceived organisational social interaction [$t(207) = 2.34; p < .05$]. Also, organisational structure (rule observation, hierarchy of authority, decision-making, and job codification) predicted about 60% of the variance in perceived job performance [$R = .77; R^2 = .60; F(4, 204) = 44.45; p < .01$]. Only job codification had no significant independent influence on perceived job performance. Based on the findings, it was recommended that, in addition to encouraging social interactions among employees, bank management should have a clear organogram that shows who to report to and key individuals when making decisions. as well as stating in clear terms the sanctions for employees when they do not follow the rules.

Keywords: Job performance, organisational structure, social interaction, bankers **Introduction**

Performance in organisations is an essential determinant for achieving organisational goals and objectives. Performance results from a series of behaviours that occur over time, in various situations, and with different people

(Platania *et al.*, 2024). Employee performance can be described as specific behaviours that reflect external standards established by organisations and evaluated by an employee's boss. Vuong and Nguyen (2022) define employee performance as the degree to which a member of an organisation contributes to accomplishing the organisation's goals. According to the findings of Alkandi *et al.* (2023), when a company has high expectations of its employees, they tend to perform at their peak. Conversely, when a company has low expectations of its personnel, they tend to perform poorly. This phenomenon has been identified as the setup-to-fail syndrome by Taghipour and Dejban (2013). Therefore, performance issues might arise from a combination of personal input, job context, and various other aspects of the work environment.

The significance of individual achievement is equally important for both businesses and people. Demonstrating exceptional performance in task completion leads to satisfaction, a sense of self-efficacy, and mastery (Taufiq-Hail *et al.*, 2021; Udemba, 2021). Furthermore, those who consistently produce outstanding results are promoted, rewarded, and recognised with honours. The career prospects for high-performing individuals are significantly superior to those for persons who perform at a moderate or low level (Udemba, 2021).

Perceived job performance refers to the observable activities that individuals engage in inside their occupations, which are directly related to the aims of the business (Ogunola & Akporaro, 2015; Kappagoda, 2018). One important and well-researched dependent variable is perceived job performance. Given the significance of work performance for companies, there is a continuous pursuit to identify the elements that influence job performance among employees, particularly in the banking industry. This study specifically examines how the social interaction and structure inside an organisation impact the job performance of bank employees.

Organisational social interaction pertains to the interpersonal abilities that facilitate employees' interpersonal connections. The significance of organisational social contact is growing as organisations increasingly adopt team-based structures and employ more service-orientated positions (Winslow *et al.*, 2019). Additionally, according to Lincoln (2008), social interaction is characterised by particular personality traits or skills that influence a person's psychological and social outcomes.

Effective interpersonal communication includes both the content and manner of speech throughout an engagement. When communicating with another person, the words or phrases that a person chooses to use are known as the verbal content of a message. How the message is conveyed can hold equal significance. For instance, employing suitable facial expressions and body language, maintaining eye contact, and using a confident and strong voice tone all contribute to effectively conveying the information. Social skills training is

designed to enhance both the content and delivery of people's communication during interactions (Beheshtifar & Norozy, 2013). On the other hand, according to Beheshtifar and Norozy (2013), social efficacy is the ability to effectively observe, understand, and handle social interactions. An essential element in achieving goals in any domain is personal interaction. The present study exemplifies the increasing recognition that social skills possess multiple dimensions and facets.

In addition to social interaction, another factor that may impact employee performance is the organisational structure. The defined framework of authority relationships and responsibilities that direct and coordinate employee behaviour and actions to achieve organisational objectives is referred to as organisational structure (Nwizia & OkachiOkereke, 2020; Ahmada & Fakhr, 2022). Organisational structure refers to the official configuration of positions and duties inside an organisation. It encompasses the distribution of power and accountability, as well as the implementation of laws and regulations by employees in companies.

The majority of the current research on organisational structure primarily examines centralisation, formalisation, and standardisation. Centralisation is the act of consolidating decision-making power at the higher echelons of an organisation (Dong *et al.*, 2020; Rudko *et al.*, 2021; Estes & Pandey, 2023). According to Estes and Pandey (2023), decentralised organisations disperse decision-making authority to lower levels, while centralised organisations concentrate decision-making authority at the highest level. Centralisation is characterised by a hierarchical structure of authority and participation (Rudko *et al.*, 2021). The hierarchy of authority pertains to the centralisation of decisionmaking power in the execution of tasks and responsibilities (Dong *et al.*, 2020; Rudko *et al.*, 2021). When workers are given independence in completing their tasks, they become less reliant on hierarchical authority structures (Dong *et al.*, 2020; Rudko *et al.*, 2021). According to Dong *et al.* (2020), employees who actively participate in the decisionmaking process within an organisation are considered to be participating in decisionmaking. Decentralisation has been found to have a significant correlation with several work-related attitudes and behaviours (Nwizia & Okachi-Okereke, 2020; Ahmada & Fakhr, 2022).

Formalisation pertains to the quantity of written records within the organisation (Ahmada & Fakhr, 2022). The statement refers to the extent to which official norms and procedures dictate job activities (Ahmady *et al.*, 2016). The purpose of these rules and procedures is to establish uniformity in the operations of organisations. Standardisation refers to the degree to which personnel adhere to established procedures and regulations within a business (Ahmada & Fakhr, 2022). Employees' actions and behaviours are guaranteed to be consistent and predictable, and similar work activities are executed

consistently throughout all locations. This ensures that employees fulfil their responsibilities and tasks in the prescribed manner (Ahmada & Fakhr, 2022). Formalisation and standardisation are methods of control that aim to guarantee that employee actions align with the objectives of organisations. Dong *et al.* (2020) asserted that formalisation and standardisation frequently align, although rules and processes may not be explicitly documented in small organisations. Extensive formalisation and standardisation in an organisation result in personnel being held accountable for their actions and lacking the authority to violate norms.

After providing the study's background, the goal of this research is to investigate how social interaction and organisational structure affect workers' job performance in the banking industry.

A series of studies have examined the role of social interaction in organisations on the job performance of employees. For instance, Hattori and Yamada (2023) investigated the role of social interactions in team performance in selected private organisations in Japan. Through the quantitative research method, data was gathered from 333 employees. It was discovered that organisational social interaction had a significant and positive relationship with team performance. Specifically, the higher the social interaction among employees, the better the performance of the team (Hattori & Yamada, 2023). Additionally, Cruz (2018) looked at how social interaction affected workers' performance in a few US companies. The study, through the quantitative method, also found that the higher the social interaction among employees, the higher their performance.

Furthermore, Sotnikova (2022) researched how social interactions affect public sector workers' productivity at work. The study adopted a quantitative research method and gathered data from 157 employees through an online survey. It was found that organisational social interaction contributed positively to employee work performance.

Further, Doerflinger (2022) investigated the influence of social interactions at work on the performance of employees in selected organisations in Germany. Using a theoretical approach, the study confirmed that having positive relationships and interactions with management and coworkers is crucial for employees to perform well. In corroboration of the submission, Holler and Doerflinger (2021) reported that organisational social interaction positively influences employee performance.

Some previous studies have also investigated the link between organisational structure and employee performance. For instance, Adewale and Elumah (2015) examined the influence of organisational structure on job performance among staff of selected universities in Nigeria. Organisational structure was found to have a significant influence on job performance. Also, Shabbir (2016)

investigated the influence of organisational structure on employee performance among employees of a brewery in Nigeria. Through the quantitative research method, data was gathered from 434 employees. It was found from the study that organisational structure has a direct influence on employee performance. Furthermore, organisational formalisation and centralisation were found to be significant independent and joint predictors of employee performance among microfinance bank employees by Eze *et al.* (2017).

Ugwu *et al.* (2019) investigated the predictive role of organisational structure in employee performance in Enugu State. The findings were consistent with the previously reported findings. Specifically, the more structured the organisation is, the higher the performance of the employees. Nwizia (2020) reported similar findings among employees of selected commercial banks in Rivers State, Nigeria. Employee performance and organisational structure have been found to positively correlate in previous studies (Ashraf *et al.*, 2021; Egbe *et al.*, 2024; Gordiya, 2024).

From the reviewed studies, the following hypotheses will be tested in this study:

1. Organisational social interaction will have a significant influence on the perceived job performance of bank workers.
2. Organisational structure will have a significant influence on the perceived job performance of bank workers.

Method Research design

The study utilised a cross-sectional survey research approach. This research method enabled the researcher to collect data at a single point in time, as opposed to a longitudinal research design, which allows for data collection over some time. The study looked at how bank employees in the Ibadan metropolitan area perceived their work performance and their intention to leave the company about organisational structure, personality traits, and social interaction within the organisation. The perceived work performance was the dependent variable, whereas the independent factors were the organisational structure and organisational social interaction.

Population and sample

The study was carried out among bank employees in the Ibadan metropolis. Specifically, bank employees in selected banks' branches in Ibadan made up the sample population of the study. In this study, purposeful sampling was employed. Although a total of 265 sample sizes were determined at a 95% confidence interval, only 209 were sampled using the purposive sampling

technique across the three (3) bank managerial levels (entry-level, midlevel, and top management level).

Instrument

Section A: Participants were required to respond to the sociodemographic questions in this section. Socio-demographic variables such as sex, age, work experience, income, marital status, educational level, etc.

Section B: Perceived job performance scale

A 25-item perceived job performance scale created by Goodman and Svyantek (1999) was used to measure perceived job performance in this study. The scale was developed to measure the performance and effectiveness level of organisational employees. The response format for the scale ranged on a 4-point Likert scale as follows: very often (VO), often (O), rarely (R), and not at all (NA). In contrast, a low score denotes a low degree of perceived job performance. A high score represents a high level of perceived job performance. The scale developers reported adequate internal consistency that ranged from 71 to 85. This study found the scale to be reliable at $\alpha = .69$.

Section C: Organisational social interaction

The social interaction construct was based on seven items, adapted from Sivadas and Dwyer (2000). The purpose of the scale was to determine how well the organisation's social interaction was perceived. An example of the item is 'Employees have confidence in other organisational members' abilities and skills to do work.' Response format ranged from SD (strongly disagree) to D (disagree), U (undecided), A (agree), and SA (strongly agree). Adequate internal consistency ($\alpha = 0.829$) was reported by the scale developers. This scale has adequate internal consistency ($\alpha = 0.748$).

Section D: Organisational Structure

The organisational structure scale was created by Hage and Aiken in 1967. The scale consists of sixteen items divided into four subscales: decision-making, power hierarchy, task codification, and rule observation. The decision-making scale consists of four items with a reliability coefficient (α) of .71, measures the extent to which employees are provided with opportunities to participate in decision-making. An example of an item is "The management in this organisation consistently solicits input and feedback from employees when making crucial decisions." The authority hierarchy comprises four items ($\alpha = .86$) that assess the extent to which employees depend on their superiors when making decisions about their work (e.g., "Approval from a supervisor is required before taking any significant action"). Job codification consists of four questions ($\alpha = .78$) that evaluate job descriptions and work standardisation. For

example, "The majority of individuals in this workplace establish their own rules while working." The rule observation (2 items; $\alpha = .91$) assessed the level of supervision provided to employees to assure their compliance with the job codification standard. An example statement is "I have a persistent sensation of being under constant surveillance to ensure my compliance with all regulations." The task codification construct was measured using five questions ($\alpha = .77$), while the rule observance construct was measured using only two items ($\alpha = .80$). The items were evaluated using a seven-point Likert scale, with 1 representing "strongly disagree," 2 representing "disagree," 3 representing "somewhat disagree," 4 representing "neutral," 5 representing "somewhat agree," 6 representing "agree," and 7 representing "strongly agree." The study provided the following reliability coefficients: job codification ($\alpha = .69$), hierarchy of authority ($\alpha = .71$), decision-making ($\alpha = .81$), and rule observation ($\alpha = .73$). **Procedure**

The researcher was able to collect data using a strategic procedure. To eliminate any doubt about the purpose of gathering data from banks, the researcher obtained ethical approval from the University of Ibadan Social Science Ethical Review Committee. After, the researcher approached First Bank of Nigeria to book an appointment with the personnel department. An appointment was granted and a meeting was arranged. During the semiformal meeting with the personnel department, questions were raised about how the bank could benefit from the study's findings. The researcher was able to submit a miniproposal, which was a vet. The researcher was granted permission to carry out the data gathering by dropping some of the questionnaires for the personnel department. The same process was repeated for all other bank branches.

The researcher allotted each day for retrieval of the questionnaires. The researcher was advised to always get to the bank before activities for the day commence. The researcher made sure to arrive at the bank by 7.30 a.m. before it officially opened at 8 a.m. Due to the prior introduction already made, the researcher had smooth rides with the participants. No banker was made compulsory to attend the questionnaire; hence, those who were not interested were rejected from filling out the questionnaire. Some informed the researcher to come back for the questionnaire at the end of activities for the day. For a whole three weeks, this was repeated for each branch. Throughout the three weeks, one branch was visited daily. Two hundred and sixty-five (265) questionnaires were distributed; however, only 209 were retrieved for data analysis.

Data Analysis

Both descriptive and inferential statistics were used to analyse the collected data. Descriptive statistics were used to get the simple frequencies and

percentages of the sociodemographic variables, while inferential statistics were used to test the stated hypotheses. All hypotheses were tested using regression analysis.

Results

This section presents the findings from data gathered from bank employees in the Ibadan metropolis. The result is presented in sections.

Table 1: Demographic Distribution

Variable	F (n = 255)	%	Mean	SD
<i>Age</i>			38.30	9.09
Minimum - 20 years				
Maximum - 62 years				
<i>Gender</i>				
Male	118	56.5		
Female	91	43.5		
<i>Academic qualification</i>				
Ordinary National Diploma	6	2.9		
Higher National Diploma	80	38.3		
University degree	90	38.3		
Masters/MBA	32	15.3		
<i>Work experience</i>			6.33	3.33
Minimum - 4				
Maximum - 27				

Based on the frequencies of socio-demographic variables, a majority of the respondents, specifically 118 (56.5%) males, participated more in the study compared to 91 (43.5%) females.

The age distribution in this study spanned from 20 to 62 years, with an average age of 38 years and 3 months. The participants' academic backgrounds ranged from an ordinary national diploma to a professional level and a master's degree. Based on the frequency distributions, 38.3% of the respondents had a university first degree, 38.3% held a Higher National Diploma (HND), 15.3% held a Masters/MBA degree, and 2.9% held a National Diploma (ND). The other individuals reported having a different type of higher education. The average job experience was 6 years and 3 months, with a standard deviation of 3.33.

Hypothesis One

Employees who have a high level of perceived organisational social interaction report significantly better perceived job performance than those who have a low level of perceived organisational social interaction. This was tested using a t-test for independent samples, and the result is presented on 2;

	Org. Soc. Inter.	N	Mean	SD	df	t	p
Dependent variable							
	High	107	93.36	6.75			
Perceived job performance					207	2.34	<.05
	Low	102	90.44	10.89			

Table 2: Summary of t-test table showing organisational social interaction difference in perceived job performance Table 2 presents organisational social interaction differences in perceived job performance among bank employees in the Ibadan metropolis. From Table 2, it is shown that there exist significant organisational-social interaction differences in perceived job performance [$t(207) = 2.34; p < .05$]. Further, bank employees with high organisational social interaction reported a higher level of perceived job performance (mean = 93.36; SD = 6.75) than those with a low level of perceived organisational social interaction (mean = 90.44; SD = 10.89). This confirms the stated hypothesis and, hence, will be retained in this study.

Hypothesis Two

Organisational structure (rule observation, hierarchy of authority, decision-making, and job codification) will both predict and influence perceived job performance among bank employees. This was tested using multiple regression analysis, and the result is presented in Table 3.

Table 3: Multiple regression summary table showing organisational structure as a predictor of perceived job performance

Variables	β	t	p	R	R ²	F	p
				.77	.60	44.45	<.05
Decision making	.96	10.18	< .01				
Job codification	-.17	-.80	> .05				
Hierarchy of authority	.25	3.67	< .01				
Rule observation	.84	4.12	< .01				

Table 3 presents organisational structure (rule observation, hierarchy of authority, decisionmaking, and job codification) as predictors of perceived job performance among bank workers. Table 3 shows that organisational structure (rule observation, hierarchy of authority, decision making, and job codification) has a significant joint influence on perceived job performance [$R = .77$; $R = .60$; $F(4, 204) = 44.45$; $p < .01$]. Collectively, organisational structure (rule observation, hierarchy of authority, decision making, and job codification) predicted about 60% variance in perceived job performance. Further analysis revealed that decision making ($\beta = .96$; $t = 10.18$; $p < .05$), hierarchy of authority ($\beta = .25$; $t = 3.67$; $p < .05$) and rule observation ($\beta = .84$; $t = 4.12$; $p < .05$) independently predicted perceived job performance among the employees. This partially confirms the stated hypothesis.

Discussion, Conclusions, and Recommendations

Discussion

Multiple regression analysis was used to test the first hypothesis, which claimed that organisational structure (rule observation, hierarchy of authority, decision-making, and job codification) will jointly and independently predict perceived job performance among employees in the Nigerian Forest Research

Institute. It was found that organisational structure (rule observation, hierarchy of authority, decision-making, and job codification) jointly predicted 54% of the variance in perceived job performance. A more thorough investigation showed that, although job codification had no discernible independent impact on employees' perceptions of their perceived job performance, job decisions, hierarchy, and rule observation did. This partially confirms the stated hypothesis.

About the findings, Hattori and Yamada (2023) investigated the role of social interactions in team performance in selected private organisations in Japan. Data was collected from 333 employees using the quantitative research method. It was discovered that organisational social interaction had a significant and positive relationship with team performance. Specifically, the higher the social interaction among employees, the better the performance of the team (Hattori & Yamada, 2023). Additionally, Cruz (2018) looked at how social interaction affected workers' performance in a few US companies. The study, through the quantitative method, also found that the higher the social interaction among employees, the higher their performance. In addition, Sotnikova (2022) carried out a study on the effect of social interactions on the work performance of employees in public service. 157 employees provided information for the study via an online survey, which used a quantitative research methodology. It was found that organisational social interaction contributed positively to employee work performance.

The second hypothesis proposes that the elements of organisational structure—rule observation, decision-making hierarchy, job codification, and hierarchy of authority— will both jointly and separately predict bank employees' perceptions of their job performance. It was discovered that organisational structure (rule observation, hierarchy of authority, decision-making, and job codification) had a significant joint influence on perceived job performance. Organisational structure (rule observation, hierarchy of authority, decisionmaking, and job codification) explained approximately 60% of the variation in perceived job performance. Subsequent examination demonstrated that the employees' perceived job performance was independently predicted by rule observation, decision-making, and authority hierarchy. This confirms the stated hypothesis and, hence, was retained in this study.

In a similar vein, Eze et al. (2017) found that formalisation and organisational centralisation were significant independent and joint predictors of employee performance among microfinance bank employees. Ugwu et al. (2019) investigated the predictive role of organisational structure in employees's performance in Enugu State. The findings were consistent with the previously reported findings. Specifically, the more structured the organisation is, the higher the performance of the employees. Similar findings were reported by

Nwizia (2020) among workers at a few chosen commercial banks in Nigeria's Rivers State. Other studies (Ashraf *et al.*, 2021; Egbe *et al.*, 2024; Gordiya, 2024) consistently found a positive relationship between organisational structure and employee performance.

Conclusions

The following conclusions were arrived at based only on the research findings:

First, it is determined that among bank employees in the city of Ibadan, organisational social interaction significantly affects how well they perceive their job performance. Specifically, those with a high level of organisational social interaction reported the highest perceived job performance, compared to those with a low level of organisational social interaction.

Furthermore, this study finds that among Ibadan bank employees, perceptions of job performance were significantly influenced by organisational culture dimensions such as rule observation, hierarchy of authority, decision-making, and job codification. However, only job codification had no significant independent influence on perceived job performance among bank workers in Ibadan.

Implications of the study

The implications of the study's findings vary depending on the stakeholders involved. The main objective of the study was to investigate the role of organisational social interaction and organisational structure in the perceived job performance of bank workers. The following are the implications of the study:

- a. It was found that organisational social interaction had a significant influence on perceived job performance and turnover intention. High levels of organisational social interaction were linked to positive job performance perceptions and low intentions to leave the bank. This has implications such that organisations with poor social interaction risk poor organisational performance and a high rate of turnover intention.
- b. It was also found that organisational structure had a significant influence on perceived job performance. Strong decision-making processes within organisations had the biggest impact on how well employees were perceived to be doing their jobs. This implies that organisations consider and review the structure that is best seen as effective from the perspective of the employees. In other words, employees' views about how the organisation should be structured must be taken into consideration.

c. Hierarchies of authority and rule observation were found to have a positive effect on bank employees' perceived job performance. This has implications for the need for the management of the bank to have a clear line of reporting and written and identified rules for employees.

Recommendations

The following recommendations were made based on the research findings:

1. First and foremost, this study recommends that an office space be established to aid and promote healthy social interaction. This could be open or closed office boundaries, the physical appearance of the entrance, and frequent contact among employees, among others. Structures that promote constant interaction among employees should be considered to increase the perceived performance of employees.
2. The dimensions of organisational structure, hierarchical authority, rule observation, and decision-making process were identified as independent predictors of perceived job performance among bank employees. It is therefore recommended that bank management endeavour to put in place a clear structure that employees will be aware of. For instance, having a clear organogram that shows who to report to and important individuals when to make decisions, as well as stating in clear terms the sanctions for employees when they do not follow the rules, will go a long way in increasing the perceived job performance of bank workers.
3. Finally, additional research into other factors that may influence bank employees' perceived job performance is recommended. This will help to make more practical recommendations for banks and related organisations.

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