ORGANIZATIONAL DESIGN AND PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES (SMEs) IN CROSS RIVER STATE, NIGERIA

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ABSTRACT

This study examined organizational design and performance of Small and Medium Enterprise (SMEs) in Cross River State, Nigeria. To achieve the purpose of the study. Four research objectives were used to guide the study. The study adopted descriptive research design. This research study was carried out in Cross River State. The population of the study was two thousand five hundred registered SMES. The sample size of the study was three hundred and forty five (345) SMES using Taro Yamane formula. Data for this study were gathered from primary sources. Multiple regression statistical tool was used in the study. Based on the empirical results, the study revealed that organizational identity, work environment, organizational autonomy, feedback have positive significant effect on profitability of SMEs in Cross River State. The study recommended that operators of SMEs should provide adequate organizational identity, work environment, organizational autonomy, and feedback to encourage employers to communicate effectively with workers for increased performance.

Key words: Organizational design, organizational identity, work environment, organizational autonomy, feedback, performance of SMEs,

Introduction

Business enterprises irrespective of type, size, age, stages of development and contexts of operations, face and contend, as it were, with hyper-competition in the operating business environment (Nkauda & Okocha, 2023). The competitive landscape becomes compounded by the forces of liberalization, globalization, privatization and disruption (Weihrich, Cannice & Koontz, 2013). These forces combine to not only exacerbate the business environment but also render competitive business strategies of many businesses ineffective and business models short-lived (Nkuda, 2021). Undoubtedly, business organizations remain the veritable framework, organized and managed institutions in and through which individuals work, carry out major task of developed society and make a living (Sapru, 2013). Therefore, business enterprises from micro-economics standpoint, aggregate surpluses from households and government to accumulate investible funds that are deployed to create wealth in the economy via the nexus of saving-investment (Nkauda & Okocha, 2023). The contributions of business organizations whether small or established corporate entities are imperative to attain global design and development.

Organizational design has become a key element worthy of significant consideration (Chong, Chong, & Gan, 2011). While the importance of knowledge management on organizational success is becoming more widely accepted, there has yet been no empirical research that specifically addresses the influence of organizational design on employees' performance, structure type, or management level, on knowledge management practices in organizations. The potential to increase competitive advantage based on an understanding of this influential relationship is substantial. Conversely, a failure to recognize this relationship has the potential to significantly limit organizational performance and ultimate success. Organizational design is a common phenomenon which has been extensively addressed by many researchers worldwide due to its importance to the organization (Hemwani & Husaini, 2023, Lo, Ramayah, & Min, 2019).

Udofot and Akpan (2017) define organizational design as the process of configuring structures, processes, reward systems, and people practices to create an effective organization capable of achieving the business strategy. Characteristically, organizational designs whether mechanistic or organic are never sacrosanct and static but affected by continuous change to which organizational people, processes and situations are subject. The end-product of organizational designs are organizational structures intended to drive corporate, business and functional strategies of business organizations consistent with the strategic nugget of Nkuda and Okocha (2023) that structure follows strategy. In carrying out organizational design, a bureaucratic model which relies on legitimate and formal systems of authority or behavioral approach which emphasizes work groups and interpersonal relationships out which springs forth a source of employee productivity in line with Hawthorne studies of Elton Mayo and Associates can be adopted (Griffen, 2015). However, the organizational design contingencies associated with either approach include: size, technology, environment, organizational life cycle and strategy as well as goals out of which organizational size, technology and strategy would be used as dimensions or explanans (Amah & Nkuda, 2014).

Organizational commitment has been linked to the performance of organizational constituents, their loyalty, organizational citizenship behaviour, counterproductive behaviour, employees' aggression, job satisfaction, and other individual and group constructs. Committed employees are expected to perform at a greater level than their uncommitted counterparts (Meyer, Paunonen, Gellatly, Goffin, & Jackson, 2019). They are willing to work extra hours when the job requires them to do so. They are also willing to promote the organization as a favorable place to work at. Due to its diverse accrued benefits to the organization, some researchers have devoted their effort to investigate the antecedents of organizational design (e.g. Lok & Crawford, 2014). These factors can be categorized into four groups; organizational factors, including leadership, culture, structure and processes; individual factors, including personality traits, emotional quotient, intellectual quotient, and spiritual quotient; job factors, including job characteristics, and remuneration systems; and environment factors, including social relationships and physical environment. The physical environment of SMEs influences employee performance.

Employee performance is critical to the overall success of the organization as it helps in determining the strengths, weaknesses, and potential managerial gaps in the business organization (Kuranchie-Mensah & Amponsah-Tauriah, 2016; Leonard, 2019). Leonard (2019) pointed out that an important factor in the domain of employee performance is the attainment of stated goals. This implies that such employees are expected to meet deadlines, make sales, and build a brand image through positive interactions with customers. When employees perform below expectation, customers may feel the organization shows less concern or lack interest in their needs and may most likely seek help elsewhere. Leonard (2019) further explained that when employees are effectively performing their duties, morale across the organization gets a boost. This boost tends to rub off on other employees who were not originally motivated to perform.

Employee performance as articulated by Kuranchie-Mensah and Amponsah-Tawiah (2016) is the work-related actions anticipated of a worker and how soundly those activities are executed. It entails what is to be achieved at the organizational level by workers as it involves agreed measures, skills, competency requirements, development plans, and the delivery of results (Abiante, 2018). The performance of employees is higher when they are physically and emotionally stable to work and cultivate a desire to work especially in a safe and secure environment (Onuegbu, 2020). This study examined the relationship between organizational design and performance of SMEs in Cross River State. The workforce is an important component and resource of any company, especially SMEs. Without employees, SMEs will not be able to produce business results or achieve organizational goals.

When SMEs becomes insensitive to employees' needs, attrition rate may grow leading to lose of adequate manpower resources, relevant skills, learning curve, innovative ideas, and niche positioning. The nature of these losses is a critical issue that eventually affects business and individual performance. A poor work environment is often associated with reduced job satisfaction, absenteeism, complaints, burnout, depression, and labor turnover. People desire to work and stay in businesses that work and make room for the personal growth and development of their employees. SMEs are not an exception to this rule, providing a good and positive work environment where employees feel valued and relevant irrespective of the size of the business does not hinder them from having the opportunity to thrive and make an impactful input in the business they work and the larger society. At other times, goals set by administrators and the owners of most SMEs are unrealistic and may have impeded the proportionate recruitment, selection, employment, and development/growth of SMEs.

In SMEs today, proper norms for recruitment and promotion of workers are disregarded to the extent that those employed or placed in certain positions are unable to meet or deliver on expected standards. Rather, it is common to find job recruitment and promotion processes as well as job assignments characterized by organizational identity, work environment, autonomy feedback and time management, workers doing menial jobs dominate SMEs. Worse still, in the managerial positions of the various functional departments, the staff ratio may be assumably around 10:2. This puts the SMEs as less than committed to business equality. The continual practice and neglect of drafting enterprises to these higher responsibilities makes the businesses lose touch with the advantage of having workers in the managerial cadre with competencies or skills that could help the business realize its goals and objectives. Problems of SMEs includes: Management of supplier vendors, poor customer service strategies, trading/staff turnover, rising utility bills and government taxes.

Management of supplier vendors: Supplier relationships are the backbone of any god organization; business will flourish or fail alongside the performance of their vendors and suppliers. Vendors are challenged most with getting adequate resources. Poor customer service: Even if a business has the resources to attain its promises, but is unable to manage it resources properly, it may not meet customer dissatisfaction. For example, even if there is enough staff on a shift in a busy SME, if they are not managed properly or allocated to do the right duties it may cause customer disappoint, perhaps due to the slow service and unclean tables, among many others. Rising utility bills and government taxes: As the cost of living rises for across SMEs, growing energy prices disproportionately impact those on lower incomes. With two thirds (66%) of SMEs in Cross River State reporting their cost of living increased in the past month, rising energy prices are growing factor in the squeeze on SME budgets.

Trading and staff turnover: Trading and employee turnover is one of the most serious problems that any business face and it has long-term consequences. A high rate of staff turnover in a firm or enterprise has a negative impact on existing employees' motivation, increases workload, and makes work planning harder. As a result, the departure of competent people, who are called human capital, is a significant issue, that has a detrimental impact on an organization's efficiency, effectiveness and overall performance. The result is that these organizations and businesses fail to broaden their experiences and familiarize themselves with various aspects of the skills or competences of both businesses when the small business are given the opportunity to deputize in small units and the various departments. Lack of opening the envelope for organizational design also affects organizational capability and the value this brings to the socio-economic development of a country.

Inefficient performance of SMEs due to not having diverse teams leads to poor productivity and performance in companies and that negatively impacts the gross domestic product of the country on a larger scale. SMEs may not be aware of the many opportunities available through the avenues of job enrichment that will have enhanced employee performance and create opportunities for growth and development through employing and leveraging in the organization. Thus, in SMEs, the inefficient performance of these enterprises could be tied to in the workforce. That is, the link between organizational identity, work environment, organizational autonomy, feedback has not been adequately considered by scholars as capable of affecting the performance of SMEs in Cross River State, Nigeria. Thus, the gap this study intends to fill. The specific objectives were, to:

1. examine the effect of organizational identity on profitability of SMEs in Cross River State.
2. determine the effect of work environment on profitability of SMEs in Cross River State.
3. investigate the effect of organizational autonomy on profitability of SMEs in Cross River State
4. ascertain the effect of feedback on profitability of SMEs in Cross River State.

Theoretical framework

Career development theory by Frank Parson (1990)

Frank Parson (1990) first propounded this theory. This is one of the most prominent theories used in employee performance. Frank Parson developed the idea of matching careers to talents, skills, and personality. People perform best when they are in a job best suited to their abilities. Frank Parsons is regarded as the founder of the vocational guidance movement. He developed the talent-matching approach, which was later developed into the Trait and Factor theory of Occupational Choice. The relevance of this theory to this study is that employees in SMEs in Cross River State must be prepared to change and adapt to their circumstances. It also implies that the SMEs in Calabar needed to create an impact by focusing on things that will help in achieving the objectives and to ensure that all was done to achieve the needed goals. These SMEs must be sensitive to utilizing organizational design as an important resource towards the attainment of its organizational goals. In addition, organizational design should be seen as a necessary sub-unit of SMEs, which should be carried along in the policy decisions and implementations of the companies' goals.

Efforts must be made to ensure that both SMEs are harmonized for the overall development of this business. Indeed, both SME employees, who must focus on attaining the overall goal of the organization, should equitably represent each sub-unit of the business. For example, the unique differences between SME workers can be utilized to contribute meaningfully to the success of businesses. In other words, despite the differences in the sex status of employees, they can all combine to assist the company in attaining its goals. In this regard, both SME workers bear in mind the need to achieve the big objective, which is the attainment of the companies' goals and objectives which boils down to profitability. In striving to meet the organizational design mix appropriate for employees of SMEs, effort needs to be made to ensure that the human resources strategies that involve both SME workers are needed to ensure the smooth execution of the organizational objectives. Organizational design, therefore, has to be given due consideration such that it will not just be used against small scale workers but must be geared towards the betterment of both businesses in particular and the attainment of the companies' goals and objectives.

Literature review

Organizational design refers to the deliberate and systematic process of creating or modifying an organization's structure, culture, and processes to achieve specific goals and objectives. It involves analyzing the organization's current state, identifying areas for improvement, and designing new structures and systems to enhance efficiency, effectiveness, and agility (Adam, 2018). Daft (2016) defined organizational design as the formal arrangement of roles, responsibilities, and relationships within an organization. It includes the hierarchy of authority, communication channels, and the division of labor. Effective organizational structures enable efficient decision-making, facilitate coordination and collaboration, and promote accountability and transparency (Daft, 2016).

Bhatti, Alyahya, Alshiba and Juhari (2020) defined organizational design as modeling the structure and running of organizations or the practice of matching the organizational structure with the goals and set objectives it's supposed to attain. It is a process that involves identifying the need for change, studying all the necessary business techniques, resource dynamics, responsibilities, and workflows, inventing and conducting pilot tests on suggested models, overseeing effective transition into the newly adopted model, and observing the effects of the implemented change. Organization design is a fundamental part of what makes an organization successful, and HR's ability to influence the activities and shape the outcomes is a key element of being an effective practitioner. Organizational design is concerned with the factors and issues that must be considered, and the rules and processes that must be implemented, with respect to the design, development, implementation and maintenance of a successful and effective organization.

Nkuda and Okocha (2023) defined organizational design contingencies as the critical elements that are considered in the process of creating organizational design. By organizational design is meant the process of creating an organizational structure where none exist or modifying an existing organizational structure to suit or cope with the changing rhythm or dynamics of the operating business environment. Giffen (2015) defines organizational design as the overall set of situational elements and relationships among those elements used to manage the total organization. Kates and Galbraith (2007) cited in Udofot & Akpan (2017) define organizational design as the process of configuring structures, processes, reward systems, and people practices to create an effective organization capable of achieving the business strategy. Characteristically, organizational designs whether mechanistic or organic are never sacrosanct and static but affected by continuous change to which organizational people, processes and situations are subject. The end-product of organizational designs are organizational structures intended to drive corporate, business and functional strategies of business organizations consistent with the strategic nugget of Nkuda and Okocha (2023) that structure follows strategy. However, the organizational design contingencies associated with either approach include: size, technology, environment, organizational life cycle and strategy as well as goals out of which organizational size, technology and strategy would be used as dimensions or explanans (Amah & Nkuda, 2014).

Empirical review

Chineme, Nebo and Onwumelu (2017) conducted a study on the effects of organizational design on employee performance in the manufacturing industry; to determine the nature of relationship between organizational structure and job design on employee performance in manufacturing industry and to assess the effect of organizational design on employee performance on training in the Nigerian Manufacturing Industry. The cross-sectional survey research method was adopted and four organizations in Enugu were selected for the study. They include Electricity Distribution Company (EEDC), Innoson Nigeria Ltd Enugu, PZ Industries Plc and Nigerian Breweries Plc in Enugu metropolis Data for the study were sourced primarily using a structured questionnaire and interview. Data collected were presented and analyzed in tables and the corresponding values expressed in percentages. Z-test and Chi-square statistical techniques were used to test the hypotheses. Findings from the study showed that Adherence to organizational design on employee performance has significant influences in *Nigerian manufacturing industry.* Based on these findings, the study recommended that organizations need employees who are committed in their work so that they can contribute to the survival of the organization in the marketplace competition

Chokheli (2015) carried out a study on the role of organizational design in the company's success. Organizational structure is necessary for the organizational activity of any business company. Expediently selected structure fully responding the existing challenges and meeting the requirements of the strategic view is the guarantee for the company's success. The goal of the study is to evaluate the role of the organizational structure, identify the problems associated with the organization structure of the companies and ways of development. The theoretical analysis used in the study is based on the works of the worldly famous scientists, and the practical analysis is based on the qualitative study of the selected companies working in the industrial branch of Georgia. Questionnaires, interviews and information sources of companies are used for this purpose. The study uses graphical methods and methods of grouping, comparison and analysis. The results of the study revealed the factors hampering a company to efficiently use the resources and give the recommendations helping the companies to improve their business and competitiveness and strengthen their positions on the market.

Udofot and Akpan (2017) conducted a study on the relationship between organisation design and organizational performance in Julius Berger Nigeria Plc. Based on the Kates and Galbriath ―Star Model‖ of organization design, the study chose five elements of strategy, structure, process, rewards and people for examination. Data were collected from 181 respondents using an adaptive questionnaire from an earlier study. Descriptive statistics were used to analyze the data, while Pearson Product Moment Coefficient analysis was used to test the hypotheses formulated for the study. The results of analysis give correlation coefficients (r) of 0.623, 0.559, 0.528, 0.601, and 0.614 respectively for strategy, structure, process, rewards and people. These results imply that all the five elements of organization design under study have strong positive relationship with organizational performance. Based on the results, the study concluded that there was a strong positive relationship between organization design and organizational performance. Consequently, the study recommended that management of the studied organization should consider all five elements when designing or redesigning their organization rather than select some out of the five. Posaric (2020) carried out a study on organizational design and performance in the Nigerian construction industry. In the development of organizational theory and practice, organizational design has attracted the attention of many theorists and practitioners in the last few decades. More recent research emphasizes the identification of key determinants of organizational design because a well-designed organizational solution affects business success. The purpose of the study is to explain the role and importance of strategy as a key determinant of organizational design. In this regard, the contemporary trends in the development of organizational design, as well as the most important models of organizational design, are explained first. Particular emphasis is placed on the

Star Model as a starting point for understanding the importance of strategy in organizational design. The specificity of the Star Model is that it emphasizes the impact of strategy on other elements of organizational design, such as capabilities, people, structure, rewards, and processes. The central part of the study presents a case study of “Atlantic Grupa”, as one of the largest Croatian companies. The analysis of key determinants of the current strategy of “Atlantic Grupa” was based on two sources of information—documents listed on the official web site of the company and numerous external data sources of information. Finally, the impact of strategy on the organizational solution of “Atlantic Grupa” is analyzed. In this context, the relationship between strategy and organizational solution of “Atlantic Grupa” has been established, thus confirming that the organizational solution follows the strategy and that the strategy is a key determinant of organizational design of contemporary organizations. This case study can, therefore, serve as an example of how a well-placed strategy can influence the good choice of organizational solution, with the ultimate goal of improving business performance.

Methodology

The study adopted survey design. This research study was carried out in Cross River State. The population of the study was two thousand five hundred registered SMES. The sample size of the study was three hundred and forty five (345). Taro Yamane formula was used to determine the sample size of the study. A structured questionnaire was used in this study. The items were rated using five points Likert-scale categorized as Strongly Agree (5 points), Agree (4 points), Undecided (3 points), strongly disagreed (2 points) and disagreed. A total of 345 copies of questionnaire was modified and adopted for the study. Data for this study were gathered from primary sources. Multiple regression statistical tool was used in the study.

Results and findings

Test of hypotheses

Ho1: There is no significant effect of organizational identity on profitability of SMEs in Cross River State.

Ho2: There is no significant effect of work environment on profitability of SMEs in Cross River State.

Ho3: There is no significant effect of organizational autonomy on profitability of SMEs in Cross River State

Ho4: There is no significant effect of feedback on profitability of SMEs in Cross River State.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.545[a]	.297	.286	1.22517	.297	27.841	4	335	.000	2.017

a. Predictors: (Constant), OID, WEN, OAU, FEB
b. Dependent Variable: PROF

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	167.160	4	41.790	27.841	.000[b]
	Residual	396.275	335	1.501		
	Total	563.435	339			

a. Dependent Variable: PROF
b. Predictors: (Constant), OID, WEN, OAU, FEB

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	1.763	1.609		1.096	.274					
OID	.129	.050	.146	2.564	.011	.329	.156	.132	.817	1.224
WEN	.290	.057	.296	5.102	.000	.438	.300	.263	.790	1.266
OAU	.144	.045	.170	3.216	.001	.240	.194	.166	.959	1.043
FEB	.244	.054	.241	4.552	.000	.324	.270	.235	.947	1.056

a. Dependent Variable: PROF

CollinearityDiagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions (Constant)	OID	WEN	OAU	FEB
1	1	4.984	1.000	.00	.00	.00	.00	.00
	2	.006	28.525	.00	.02	.02	.71	.20
	3	.005	31.472	.01	.44	.08	.05	.39
	4	.003	39.418	.00	.48	.85	.00	.05
	5	.002	54.275	.99	.07	.05	.23	.35

a. Dependent Variable: PROF

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	15.8664	19.9488	18.1784	.78977	340
Residual	-3.64519	3.15243	.00000	1.21599	340
Std. Predicted Value	-2.928	2.242	.000	1.000	340
Std. Residual	-2.975	2.573	.000	.993	340

a. Dependent Variable: PROF

Interpretation of result

The multiple regression analysis conducted above was to examine the effect of organizational design and performance of small and medium enterprises in Cross River State. The findings showed that organizational design practices such as organizational identity, work environment, organizational autonomy, feedback and survey have positive significant effect on performance of SMES in Cross River State and these remains evident as table above shows the overall model summary which produced an R of .545[a], and an R-square = .297. This implies that the independent variables have positive significant effect on performance of SMES in Cross River State. The above effect is further explained in the above table as organizational identity (B =.129, P = .011< 0.05), work environment (B=.290, P = .000< 0.05), organizational autonomy, (B=.144, P = .001< 0.05) and feedback (B =.244, P = .000 < 0.05), proved to have significant effect on performance of SMES in Cross River State. Based on the above, it is concluded that organizational design practices have positive significant effect on performance of SMES in Cross River State.

Summary of findings

The summary of the findings were made:

1 Organizational identity has positive significant effect on profitability of SMEs in Cross River State.

2 Work environment has positive significant effect on profitability of SMEs in Cross River State.

3 Organizational autonomy has positive significant effect on profitability of SMEs in Cross River State.

4 Feedback has positive significant effect on profitability of SMEs in Cross River State.

Conclusion

The study showed that organizational design has positive significant effect on profitability of SMEs in Cross River State. Organizational design is best achieved through organizational identity, work environment, organizational autonomy and feedback. Organizational design involves analyzing the organization's current state, identifying areas for improvement, and designing new structures and systems to enhance efficiency, effectiveness, and agility Effective organizational structures enable efficient decision-making, facilitate coordination and collaboration, and promote accountability and transparency. Organizational design is concerned with the factors and issues that must be considered, and the rules and processes that must be implemented, with respect to the design, development, implementation and maintenance of a successful and effective organization.

Recommendations

The following recommendations are made based on the findings of the study.

1 That employers of SMEs **s**hould provide adequate organizational identity and encourage employers to communicate effectively with workers for increased performance.

2 That improved work environment for SMEs as this has been found to improve the likelihood and development.

3 That MSMEs and SMEDAN, as well as other relevant government agencies should raise their R&D spending on autonomy for increased performance.

4 That managers should set aside particular feedback/research spending for SMEs in the state and nation.

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