



IMPACT OF ORGANIZATIONAL STRUCTURE ON EMPLOYEES' JOB PERFORMANCE IN SELECTED SOCIAL WELFARE AND WOMEN DEVELOPMENT AREAS IN AZAD JAMMU AND KASHMIR, PAKISTAN

Shagufta Ashraf, University of Kotli Azad Jammu & Kashmir, Pakistan, xhagufta@yahoo.com

Dr. Muhammad Mudassar Khan, HoD Management Sciences, Abbottabad University of Science and Technology, Pakistan

Shabana Nawaz Khan, University of Kotli Azad Jammu & Kashmir, Pakistan

Dr. Faheem Ghazanfer, University of Kotli Azad Jammu & Kashmir, Pakistan

Shahid Mehmood, University of Kotli Azad Jammu & Kashmir, Pakistan

ABSTRACT- Organizational structure is a major contributor for better performance of employees and organizations as well. Specifically, the targeted organizations of current study are welfare based organizations and in these organizations, organizational structure needs greater attention. Many of workers are doing well for betterment of society on voluntary basis, but organizations are lacking in their structure to provide room to individuals for acceleration of their efforts.

The research is designed to determine the impact of organizational structure on the performance of employees of welfare agencies/organizations in AJ&K. In addition, women development is another major element of current study that is considered by researcher in current study. Organizations related to women development and welfare of the society is the main focus in research. This study is carried out to discover the strength, weakness, opportunities and threats faced by the department of social welfare and women development government of Azad Jammu and Kashmir. The working structure of the organization here set up for recruitments and policy for organizational development. Social welfare is an organ of Government of AJK working on the vulnerable community of the state. It has an opportunity to explore the poverty level because the vulnerable community in the state is huge in number. So social welfare takes such challenge as an opportunity. Existing interventions are not enough to justify the existence of the department that is the big issue and threat. Social welfare adopted the Civil Service rules and working accordingly. These rules are basically conventional and source of weakness of organization for the development.

Sample on the basis of stratified sampling has been taken to conduct the survey in the mentioned organizations. Survey of the research is based on two questionnaires, one questionnaire is filled by the employees working in the welfare organizations and second by the organizations related to women development. Total 101 responses are included in analysis from both type organizations: 68 females and 33 males.

Results are indicating that organizational structure has positive impacts on performance of the employees and overall efficiency and productivity of the organizations. Thus it is right to say that better organizational structure has fruitful contributions for outcomes of employee's efforts and their development, eventually organizations will have better performance and improved productivity.

Keywords: Organizational Structure (OS), Employee Performance (EP), Social Welfare (SW), Women Development (WD), Communication Skills (CS), Organizational Commitment (OC), Supervisory Proficiency (SP), and Azad Jammu and Kashmir (AJ&K).

I. INTRODUCTION

Care institutions differ in their configuration. While some serve as traditional boarding facilities with dormitory-style housing and shift caregivers, some operate as 'family-like settlements' where children live as 'brothers' and 'sisters' with 'mother' (employee central caregivers) in a family home indefinitely. Globally, where states need to use the 'last-resort' of residential hospitals to organize CWPC services, family-like care methods are favored (Department of Social Welfare Ghana 2008; Whetten et al. 2009).

The configuration of tasks and activities is ensured by the organizational structures (Skivington and Daft, 1991). Centralization is the most studied dimension. Moreover, centralization is suggested to centralize the decision-making power of on the top of the organization (Caruana et al., 1998, p. 18). The minority studied portion reflected the positive effect of high centralization and on organizational effectiveness well (Ruekert et al., 1985). The number of scholars give preferences to decentralized organizational structure for its effectiveness (Burns and Stalker, 1961; Dewar and Werbel, 1979; Floyd and Wooldridge, 1992; Rapert and Wren, 1998; Schminke et al., 2000), thus decentralization helps to improve communication (Burns and

Stalker, 1961) as well helps to increase the motivation and satisfaction of employees (Dewar and Werbel, 1979), there is a lack of free flow vertical and lateral communication encouraged under fewer centralizations, expert of subjects focuses on decision making instead designated authority (Burns and Stalker, 1961), and it is responsiveness for increasing the market condition as well (Schminke et al., 2000), the researchers are trying to find how organizations support their employees. The ration of 25 respondent under 44 % that are responded by it said that it helped them for the clear responsibility and authority, 24% out of 25 respondent that responded it is helpful for a good spirit in the team,8% of 25 respondent reveals it helped them in the promotion and 24% suggested it is helpful for their motivation.it reveals that good organizations suggested their employees' roles. Clif (2008) says that employees' job rules, works, and responsibilities are helpful to judge their efficiency. It is particularly important in large firms where overworked is not being overlooked as well. The smaller organizational employees have variety of tasks and responsibility as it is less structured. Thus, personal remits and clear headed job description give confidence to employees to their tasks well. It helps them to reduce the risks duplication and manage their overload. The safety is the key priority under the offshore environment, as assigning workers tasks and responsibility defines their capabilities to their job. The organizational structure connected with the business is linked to give the importance of operating management for intense, management of people that facilitates both communication and coordination within the organization, operation functions and other businesses. The organizational structure has been studying for many years that announce there is not any other procedure for reconstructing any organizations as well. The most famous Aston research program (Pugh 1998) that there are three different organizations dimensions, centralization under which at the specific point in an organization. Moreover, more centralization enables to tighten the managerial control but there is most inflexibility just because of worker autonyms, formalization where jobs are governed and standardized by the procedures and rules. Extensively is the most important formalization in the bureaucratic department. The greater formalization leads to improve the efficiency of individuals operations but it also increase the inflexibility of them, because workers are not able to perform specialization, nonstandard tasks, and under which the organization is divided into three different parts. Greater specialization enables to extends the organizational structures because there is less horizontal specialization (for example different kinds of workers under more grouping) and greater vertical integration as well. (More hierarchal layers of management).The greater specialization enables to enhance the spatial differentiations because there are more sites in organizations. Greater specialization helps worker to accept the changing requirements abruptly but it also cause inflexibility for them if the area of expertise is not so flexible for them.

This is attributed to the findings that children thrive better in family settings where treatment continues to encourage children and caregivers to build long-term bonds (Frimpong-Manso 2016; Yendork and Somhlaba 2015). However, such organizational structuring is costly to run and capital shortages combined with growing numbers of CWPCs have ensured that both family-style and traditional dormitory-style organizations still operate in areas like Africa (Abebe 2009; Mann et al. 2012). This is the case in Ghana, where both dormitory-style and family-style CH systems occur (Frimpong-Manso 2016).

1.1 Research Objectives

The major objective of current research is to examine the impact of organizational structure on job performance; however secondary objectives of current research are as follow:

1. To determine the effect of communication skills on job performance of employees of welfare organizations in AJ&K
2. To check the impact of organizational commitment on employees performance in welfare agencies in AJ&K
3. To assess the outcomes of quality of work on employee performance in welfare organizations in AJ&K
4. To determine the consequences of supervisors proficiency on the job performance of employees
5. To find out the impacts of motivation on employees work performance in welfare agencies of AJ&K

1.2 Research Question

What is the impact of organizational structure on job performance, in welfare agencies of AJ&K?

1.3 Problem Statement

Any organization's success depends on its results. Any agency, office, section, community, structure or institute has a duty and each organization may be considered to have been set up to carry out a specific mission. Success is also a practice that is carried out both in order to carry out this mission and also as a consequence of the activity. Therefore an important sector that is welfare agencies working in AJ&K are usually ignored by researcher and extensive research is required to highlight the contributions of such organizations. Thus the study is designed to determine the impact of organizational structure on the performance of employees of welfare agencies/organizations in AJ&K. Secondly; Women Development is also major element of current study that is considered by researcher in current study. Organizations related to women development and welfare of the society is main focus in research. This study is carried out to find the strength, weakness, opportunities and threats faced by the department of social welfare and women development. The working structure of the organization there set up for recruitments, and policy for organizational development. Social welfare is an organ of Government of AJK working on the venerable community of the state. Social welfare has opportunity to explore as the poverty level and the vulnerable community in the state is huge in number. So social welfare take the problem as a opportunity. Existing interventions are not enough to justify the existence of the department that is the big issue and threat. Social welfare adopted the Civil Service rules and working accordingly. The rules are basically conventional and weakness of the organization for development.

II. LITERATURE REVIEW

The organizational structure and culture are the predictive and explanatory powerful concepts for understanding the forms and causes of the behavior of people in organizations. As a result, these concepts are usually used for research as independent variables and to explain various phenomena found in companies and different kinds of organizations. The organizational research and cultural influences on other components are separate researched and different from each other. There is an example of research that analyses the mutual interaction of both organizational culture and structure (Wei, Liu, Herndon, 2011; Singh, 2011; Zheng, Yang, McLean, 2010). The organizational culture and research must be impacted on each other although there is little research among their mutual impacts. The organization is described as a planned, stable, and spontaneous pattern of interaction and action that are undertaken by the members of an organization for achieving the goals. The act of understanding this organizational structure consists of an assumption as it is purposeful on the idea that there is a specific purpose behind the structure of organizations (Dow, 1988). The purposelessness in an organization reveals that it is a rational instrument in the hands of governing organizations concerning directing the specific course of actions for realizing the organizational main objectives. The organizational individual and collective member's integration and differentiation ensured the rational structure of organizations (Lawrence, Lorsh, 1967). The competition among companies required influential elements to help organizations for their performance (Morgan et al. 2019). Innovation is the main factor behind the success of an engine being a competitive advantage for companies (Chiu and Yang 2019; Hwang et al. 2020). Most fields of studies investigate the drivers behind innovation capabilities (Le and Lei 2019; Moaniba et al. 2019). The organization structures are considered to be the key driver behind innovations (Daugherty et al. 2011; Liu et al. 2017). According to Sousa and Voss (2008), the empirical evidence helps to present the important values and practice (e.g. decentralization), thus studies are supposed to help out to justifying these values for seeking the contextual effective conditions as well. The innovative culture in an organization is supposed to the contextual factor for shaping the innovative abilities of organizations (Akgün et al. 2010; Škerlavaj et al. 2010). The previous studies suggested the relationship between innovation as well as the organizational structure that are conflicting. For instance, Daugherty et al. (2011) searched a nonsignificant relationship between innovation capabilities and specialization however Germain (1996) considered specialization as the basic driver of innovations. The inconsistency among the relationship of previous studies and innovative culture for shaping the organizational innovative abilities. These studies searched for the convenient impact of innovative culture among the relationship of organizational structure and innovative culture for understanding good contextual conditions through which the organizational structure leads for innovative abilities as well. . Puranam et al. (2014) planned the task allocation, task division, information provision, and reward distributions as four universal issues in organizations. the organizational structure reveals the task dedicated procedure, the report submission by whom and how and the ultimate relationship among the coordinating process to be followed (Robbins 1990). Leitão and Franco (2008) give solid evidence that

indicates the strong relationship between structure and performance. This is why the organizational structure impacted upon economic as well as the noneconomic performance of it. The contingency structure of the organization suggested the performance of the organization is based upon the inner structure that is best suited to its environment. The “fit” earned ample attention in previous studies (Burton et al. 2002; Volberda et al. 2012; Wagner et al. 2012). For example, Burton et al. (2002) showed that misfit impacted the organizational investment return. The classical contingency views are playing designed elements for searching the best way. New products are the best source of sustaining the competitive advantage in the marketplace (Calantone et al., 2010; Mahoney and Pandian, 1992; Marsh and Stock, 2003). In the products, developmental process distinctive competencies is the best way for a firm to meet the need of customers faster rather than the competitors accumulate the organizational competence utilizing its structures (Alavi and Leidner, 2001; Gatignon and Xuereb, 1997; Gupta et al., 1997; Leonard-Barton, 1992; Pertusa-Ortega et al., 2010; Prahalad and Hamel, 1990; Tampoe, 1994). The organizational products are affected by its structural competence that consists of the competence-based views as well (Atuahene-Gima and Wei, 2011; Prahalad and Hamel, 1990; Slater et al., 2014). The competence-based view in an organization promoted new products and its developmental process for sustaining the best products innovative capabilities (Hitt et al., 1996; Im and Workman, 2004; Lei et al., 1999; Menguc and Auh, 2010; Olson et al., 1995). The configuration of tasks and activities is ensured by the organizational structures (Skivington and Daft, 1991). centralization is the most studied dimension (Rapert and Wren, 1998). Moreover, centralization is suggested to centralize the decision-making power of on the top of the organization (Caruana et al., 1998, p. 18). The minority studied portion reflected the positive effect of high centralization and on organizational effectiveness well (Ruekert et al., 1985), the number of scholars give preferences to decentralized organizational structure for its effectiveness (Burns and Stalker, 1961; Dewar and Werbel, 1979; Floyd and Wooldridge, 1992; Rapert and Wren, 1998; Schminke et al., 2000). Thus decentralization helps to improve communication (Burns and Stalker, 1961) as well helps to increase the motivation and satisfaction of employees (Dewar and Werbel, 1979). There is a lack of free flow vertical and lateral communication encouraged under fewer centralizations expert of subjects focuses on decision making instead designated authority (Burns and Stalker, 1961), and it is responsiveness for increasing the market condition as well (Schminke et al., 2000). The researchers are trying to find how organizations support their employees. The ratio of 25 respondent under 44 % that are responded by it said that it helped them for the clear responsibility and authority, 24% out of 25 respondent that responded it is helpful for a good spirit in the team, 8% of 25 respondent reveals it helped them in the promotion and 24% suggested it is helpful for their motivation. it reveals that good organizations suggested their employees' roles. Clif (2008) says that employees' job rules, works, and responsibilities are helpful to judge their efficiency. it is particularly important in large firms where overworked is not being overlooked as well. 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2.1 Economic & Social Potential

Social Welfare is a vital sector of national development. It motivates voluntary efforts on self-help basis and mobilization of both human and natural resources to supplement/co-ordinate governmental efforts for accelerated development as well as relief/voluntary social programmes. It also contributes to the betterment of the most deprived, poor and neglected communities/segment of the society.

2.2 Policy

- Create welfare facilities and healthy living opportunities for vulnerable groups, including destitute women, old age people and children.
- Impart skills to make the vulnerable groups economically independent and useful for the society.
- Welfare of destitute women through establishment, maintenance and up-gradation of shelter homes (Dar-ul-Falah).
- Strengthen and upgrade existing social service chain.

2.3 Strategy

- Utilizing the resources of local NGOs existing at grass root level and encouraging the function of local NGOs and formation of new local NGOs from the clusters of Community Based Organizations for public private partnership, sustainable and equitable welfare and economic development.
- Linkages development of local NGOs with the Line Departments for efficient economic and justified utilization of the resources available.
- Preparation of Data Base Management Information System of the vulnerable to provide the financial training and referral facilities to uplift their economic and social status, involving Govt. Donors, Local NGOs and philanthropists.
- Establishment of Women Development Centers to enhance the capacity of women for their economic uplift through preparation of marketable goods like handicrafts, fruits and vegetables preservation, commercial vegetable cultivation, Kashmir crafts etc.
- Establishment of Special Education Centers for the education and training of Special People to make them beneficial segment of the society.
- Implementation of National Plan of Action (NPA) for Child Protection to ensure the rights of the child.
- Implementation of "Convention on the Elimination of all forms of Discrimination against women (CEDAW)" to ensure the participation of women in all spheres of life.
- Establishment of bottom to top public private partnership programme by formation of village, union council, tehsil, co-ordination units/councils comprising of representatives of NGOs/CBOs and the line departments and local political entities for the efficient, economic, justified utilization and mobilization of resources.

2.4 Research Hypothesis

H1: Organizational structure has a positive and significant effect on job performance.

III. MATERIALS AND METHODS

Research methodology refers to as the systematic and hypothetical investigation of the strategies linked to a field of research. It guides the research to collect and analyze the data collected with the aid of research instrument in a systematic manner. Data will be collected to respond the research questions and hypothesis testing for the study. Moreover, the major goal of the study is to provide suitable detail related to research method in order to give clear understanding to the readers and assessing the findings of the study.

Descriptive research is used in the study which is the type of research where the goal is to describe the characteristics of a situation. According to Zikmund, Babin, and Carr (2010), it is designed to depict the participants in a proper way. It finds out a particular phenomenon's attributes based on observational basis or by the mean of the exploration of correlation between two or more phenomenon. Moreover, different techniques such as correlation, graphs, charts, observational, case study and survey research can be employed in descriptive research. (Williams, 2007). A survey is a suitable method for producing original data from a large population which cannot not be directly observed. In our research, we have used the survey method to collect data from the respondents. Once the data is collected, it will be used for analysis and interpretation.

Allocation 2013-14 and 2014-15(Rupees in Millions)

Budget Head	Total Allocation 2009-10	Allocation for Social Welfare & Women Dev. Sector 2009-10	% age	Total Allocation 2010-11	Allocation for Social Welfare & Women Dev. Sector 2010-11	% age
Development	7130.000	31.329	0.43	6174.965	18.965	0.31
Federal Funding	-	7.102	-	-	12.302	-
AJKCDP	-	11.673	-	-	6.000	-
Reconstruction Program	-	10.699	-	-	20.344	-
Sub Total:-	7130.000	60.803	-	6174.965	57.611	-
Non Development	24599.978	48.294	0.18	28203.000	49.068	0.17
Total:-	31729.978	109.097	-	34377.965	106.679	-

3.1 SWOT Analysis

This study is carried out to find the strength, weakness, opportunities and threats faced by the department of social welfare and women development. The working structure of the organization there set up for recruitments, and policy for organizational development. Social welfare is an organ of Government of AJK working on the venerable community of the state. Social welfare has opportunity to explore as the poverty level and the vulnerable community in the state is huge in number. So social welfare take the problem as a opportunity. Existing interventions are not enough to justify the existence of the department that is the big issue and threat. Social welfare adopted the Civil Service rules and working accordingly. The rules are basically conventional and weakness of the organization for development.

IV. DATA ANALYSIS

4.1 RELIABILITY ANALYSIS

First of all tests of internal consistency (Cronbach's Alpha) were conducted to determine the reliability of the measuring scales used. All scales used in questionnaire were found quiet reliable. As shown below in Table 4.1

Reliability Statistics

Variables	Cronbach's Alpha	No. of Items
Communication skills	.749	3
Organizational commitment	.768	3
Quality of work	.819	3
Helping co-workers	.888	3
Supervisory proficiency	.692	3

Motivation in work	.848	3
Organizational Structure	.744	8
Overall	.832	26

The above table indicates the Cronbach's Alpha of the communication skills, organizational commitment, quality of work, helping the co-workers, supervisory proficiency and motivation in work, the dependent variables and training the independent variable. The value of Cronbach's Alpha of communication skills, organizational commitment, quality of work, helping the co-workers, supervisory proficiency and motivation in work is .749, .768, .819, .888, .692, .848 respectively. The value of Cronbach's Alpha of training is .744. The no. of items used to measure each dependent variable is 3 and to measure training 8 no. of items are used. The overall item used to measure both variables is 26.

Gender Wise Distribution of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	68	67.3	65	65
	Male	33	32.7	30	100.0
	Total	101	100.0	100.0	

This table indicates the gender wise distribution of the respondents. The table indicates that 68 female and 33 male respondents were replied with percentage of 67.3 and 32.7 percent respectively.

Age Wise Distribution of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25	16	15.8	15.8	15.8
	26-35	10	9.9	9.9	9.9
	36-45	74	73.3	73.3	73.3
	Above 46	65	64.35	64.35	64.35
	Total	101	100.0	100.0	

The above table indicates age wise distribution of the respondents. The table indicates that 16 respondents were below the age of 25, 10 respondents were between the age of 26 to 35, 74 respondents were between the age of 36 to 45 and 65 respondents were above the age of 46 with percentage of 15.8, 9.9, 73.3, and 64.35 respectively.

4.2 DESCRIPTIVE ANALYSIS

Descriptive statistics were carried out to examine the essence of responses. As shown in Table 4.7.

Descriptive Statistics of Dependent and Independent Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Communication Skills	101	1.00	5.00	3.5327	1.09471

Organizational Commitment	101	1.67	5.00	3.4847	1.09509
Quality of Work	101	1.33	5.00	3.4553	1.12837
Highly Coworkers	101	1.00	5.00	3.2505	1.32334
Supervisory Proficiency	101	1.00	5.00	3.9978	.87215
Motivation in Work	101	1.00	5.00	3.7233	1.04597
Employee Job Performance	101	1.39	4.83	3.5741	.56967
Organizational Structure	101	1.38	5.00	4.0082	.60347
Valid N (list wise)	101				

The mean values of organizational structure and job performance were “4.0082 and 3.5741” respectively which lies in the moderately extreme region of the measuring scale. Table.4.7 indicates that respondents confirmed the presence of organizational structure and job performance in the study area.

4.3 CORRELATIONS ANALYSIS

The results of correlation analysis were discussed below and shown in Table 4.8.

Correlation Between the Dependent and Independent Variables

		ET	CS	OC	QOW	HC	SP	MIW	EJP
OS	Pearson Correlation	1							
	Sig. (2-tailed)								
	N	306							
CS	Pearson Correlation	.245**	1						
	Sig. (2-tailed)	.000							
	N	306	306						
OC	Pearson Correlation	.408**	.076	1					
	Sig. (2-tailed)	.000	.183						
	N	306	306	306					
QOW	Pearson Correlation	.172**	.117*	.074	1				
	Sig. (2-tailed)	.003	.041	.195					
	N	306	306	306	306				
HC	Pearson Correlation	.313**	.124*	.180**	.080	1			
	Sig. (2-tailed)	.000	.030	.002	.160				
	N	306	306	306	306	306			

SP	Pearson Correlation	.508**	.003	.123*	.084	.120*	1		
	Sig. (2-tailed)	.000	.957	.032	.141	.036			
	N	306	306	306	306	306	306		
MIW	Pearson Correlation	.415**	.163**	.170**	.056	.289**	.139*	1	
	Sig. (2-tailed)	.000	.004	.003	.333	.000	.015		
	N	306	306	306	306	306	306	306	
EJP	Pearson Correlation	.644**	.482**	.522**	.461**	.630**	.412**	.578**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000
	N	306	306	306	306	306	306	306	306

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Organizational structure is significantly positively correlated with job performance with the value (.644). This shows that if organizational structure for employees increases in the organization, their job performance will also be increased. The correlation between the organizational structure and other dependent variables which are communication skills, organizational commitment, quality of work, helping co-workers, supervisory proficiency and motivation in work is .482, .522, .461, .630, .412 and .578 respectively. The relationship between the values indicates that organizational structure and helping co-workers are highly correlated with each other with value .630. After this motivation in work and organizational commitment are more correlated with organizational structure with values .578 and .522 respectively. Communication skills, quality of work and supervisory proficiency also positively correlated related with the organizational structure . The results of correlation indicate that organizational structure is positively correlated with the employee job performance and employee job performance factors.

V. CONCLUSION AND FINDINGS

The aim of this study was to evaluate impact of organizational structure on employee's job performance in the selected SW&WDs working in Azad Jammu and Kashmir. The target respondents were all the employees (officers) working in these SW&WDs s. From the supported material and results of the study it is concluded that organizational structure plays a major role in helping employees to give better performance and help their organizations in achieving their goals. In today societal and technological changing environment the need for organizational structure has become more evident. Through designing and implementing effective organizational structure activities, the benefits both direct and indirect that are outlined in this project work can be achieved.

Further, the employees can acquire new knowledge, skills and capabilities to increase their career potential. It is a well-known fact that human resources does not carry all skills and competencies and fully prepared to perform all activities assigned to them when they are selected and join their organizations. Organizational structure is the most powerful tool for influencing the employee's knowledge skills, abilities, capabilities and behaviors and to prepare them for every task. Different level of organizational structure is required for employees based on their qualification and skills possessed by them. This study was conducted to see to what extent organizational structure affect the performance of employees and evaluate its impact on various aspects of their job performance including task and contextual aspects of performance.

Six variables of job performance including communication skills, organizational commitment, and quality of work, helping co-workers, supervisory skills and motivation in work were selected in this study to see the impact of organizational structure on individual performance. Above six variables were assumed to

construct the job performance and one main hypothesis is established to see the impact of organizational structure collectively on all these aspects of performance. The correlation results ($r=.644$) shows that organizational structure has a positive and significant effect on job performance; therefore the hypothesis H_1 is accepted. Further, regression analysis results also indicate a significant relationship with $R\text{-square}=.413$ and $F\text{-statistic}=215.247$, $p<0.01$. The value of $R\text{-square} (.413)$ shows that 41.3% variation in job performance has been caused due to organizational structure.

On the basis of these results it may conclude that the impact of organizational structure on employees job performance is not only significant but studies have proved that organizational structure also improves various aspects of job performance such as communication skills, organizational commitment, quality of work, employee's ability to help their co-workers, supervisory proficiency and motivation at work. Organizational structure is a major practice in Azad Jammu and Kashmir and majority of the organizations have realized the importance of organizational structure and train their employees before and even during their jobs. The results shows that all level of employees needed some level of organizational structure to understand their job functions efficiently and effectively perform their work activities.

5.1 RECOMMENDATIONS

It is an imperceptible fact that in recent time majority of the organizations have realized the importance of organizational structure programs for the development of their staff skills, capabilities, knowledge, career potential and efficiencies at work. Organizations can reap the full benefits of organizational structure only by carefully planning and implementing the organizational structure programs. The following are some guidelines that can be helpful in ensuring the effectiveness of organizational structure programs to achieve a return on investment. They include:

- i. Organizational structure program should be consistent with organization's mission and goals. Organization mission and goals should be kept in view while designing the organizational structure programs. Each organizational structure activity should support the mission and help the organization in achieving its goals and objectives.
- ii. Organizational structure programs should be designed in a systematic way after carefully and professionally identifying the organizational structure needs. The line managers and the individuals involved in organizational structure should participate in identifying the organizational structure needs along with HR personnel. It is helpful in knowing what the trainees are looking, what attitude and behavior need to be changed and what skills are needed.
- iii. Organizational structure objectives should be job specific, attainable, measurable, realistic and timely. They should include performance targets and performance standards that can serve as motivating the employees.
- iv. Organizational structure activities should be linked to the workplace. When organizational structure is completed, it should enable the trainees to integrate the organizational structure results into their jobs. They should know what organizational structure activities will be completed, how to do them and after completing organizational structure how to implement them in the job settings.

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