QATAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

THE IMPACT OF NEW QATAR UNIVERSITY ORGANIZATIONAL STRUCTURE

ON EMPLOYEES' PERFORMANCE AND SATISFACTION

BY

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ABSTRACT

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To survive in a dynamic environment, organizations should have well-established organizational structures that contribute positively to their employees' performance and satisfaction. Many studies concede the importance of having a such structure; however, these studies report mixed results. To shed more light on this subject, the present study examines the effects of an organizational structure, which includes layers of hierarchy, nature of formalization, patterns of communication, and centralization of authority on employees' performance and satisfaction. The proposed research model was tested using data collected through an online survey.

The study sample included 460 participants selected randomly from Qatar University administrative employees and faculty who hold managerial positions; however, only 193 of them completed the questionnaires. The results of the study indicated that the nature of formalization and pattern of communication are the two organizational structure dimensions that have significant correlation with employee performance (work skills and understanding work duties) and satisfaction; however, the layers of hierarchy significantly affects only the employee satisfaction. The results also disclosed that neither employee performance nor satisfaction is affected by the centralization of authority. Implications for practitioners and researchers are discussed.

DEDICATION

I dedicate this research to the most important people in my life, my father and mother,

who devote their time and effort to support and encourage me against any obstacles.

Without them, I would not have been able to complete my Master's degree. I also

dedicate this research to all those who believe that Basma will be a doctor one day.

Thank you for being in my life…

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CHAPTER 1: INTRODUCTION

Qatar has become one of the fastest growing countries in the last few decades and has made significant efforts to enhance its economic and social development. The country has witnessed remarkable developments in health and education especially higher education. The Qatari government has invested in higher education since 1973 by establishing a College of Education. In 1977, the government developed Qatar University (QU) which included the College of Education; Humanities and Social Sciences; Sharia, Law and Islamic Studies; and Science. Furthermore, in 1995, Qatar Foundation (QF) was founded by Emiri decree to provide educational opportunities in Qatar (Stasz et al., 2007). Since then, QU has expanded into nine colleges: Arts and Sciences, Sharia and Islamic Studies, Business and Economics, Health Sciences, Medicine, Pharmacy, Education, Law, and Engineering.

QU is the national university of Qatar; it offers graduate and undergraduate programs and it publishes high quality research in various fields; shaping the future of Qatar. In order to cope with the budget cuts that occurred across the country while still being in alignment with Qatar's national vision 2030, QU started a massive transformation project in 2016. This project aimed to change the university's strategy and organizational structure especially in administrative functions. Therefore, QU will be able to improve efficiency, strengthen capabilities, provide high quality services, and create a stable work environment (Qatar University, 2016).

The success of any organization depends on its employees, processes and organizational structure. Subsequently, QU focused on its restructuring project that took more than a year. The process divided into seven milestones based on the university's

major functions: (1) administration and financial affairs, (2) research and graduate studies, (3) medical and health sciences, (4) strategy and development, (5) communications and capital projects, (6) student affairs, (7) academic affairs. Both Strategy and Development Office, and Human Resources Department collaborated with external consultant companies to build the university's new structure. As a result, new departments and sections have been created, while some others have been cancelled or merged to new units. At functional levels, some positions across the university were invalidated, but others that had similar roles and responsibilities were unified to achieve the minimization of hierarchy layers. These radical changes led to cut off some of the employees and appoint Qataris in the majority of managerial positions in QU. Thereafter, employees' reactions to these changes were differed between supporters and opponents, which may raise in staff insecurity, instability and turnover. One of the major changes in QU was centralizing the following positions and functions:

- o Nurses and physicians centralized under QU Health Clinic.
- o International events and agreements transferred to the President's Office while local outreach activities became under Outreach and Engagement Department.
- o Graphic design and translation moved to Communications and Public Relations Department.
- o Housekeepers and laborers moved to Facilities and General Services Department.
- o QU organizational structure and strategy become under the responsibility of the Strategy and Development Office.

1.1 Importance of the Research

Employees positively contribute to the success of their organizations thus, it is

essential to understand the relationship between organization and employees from different aspects. Particularly, this study seeks to understand the extent to which an organizational structure has a direct impact on employees' performance and satisfaction. There are several researches studied this relation; however, this study focuses on a specific institution, namely Qatar University. Since the university organizational structure will be reviewed every three to five years, this research will assist the management of QU to clearly understand the impact of its new structure on employees and therefore make the best amendments in the future cycles.

1.2 Research Objectives

This study has four main objectives:

- o Identify the relationship between organizational structure and human resources.
- o Analyze employee satisfaction as a unidimensional variable while organizational structure and employee performance as multidimensional variables.
- o Demonstrate the direct impact of new QU organizational structure on employees' performance and satisfaction (dependent variables).
- o Illustrate the correlation between different structural dimensions and the dependent variables' dimensions.

1.3 Research Problems

The research addresses two main questions:

- o What is the direct impact of QU organizational structure and its four dimensions (layers of hierarchy, nature of formulation, centralization of authority and pattern of communication) on the performance of employees?

o Does implementing the new QU organizational structure enhance employee satisfaction?

This research includes six chapters, and it starts with identifying the research objectives and problems. Then, chapter two covers a literature review, and research hypotheses and model, followed by the methodology in chapter 3. It addresses the research results in chapter 4, while the discussion and implication in chapter 5. Finally, chapter six comprises study limitations and future recommendations.

CHAPTER 2: LITERATURE REVIEW

2.1 Organizational Structure

Organizational structure is a tool used to divide and organize positions and responsibilities within an organization. It clarifies the relationship and the level of authority between employees (Ghasem et al., 2017). The organizational structure could be distinguished for each organization by its size, design and the way of functions distribution (Mccartney, 1978).

The huge revaluation in several industrial fields in the last few decades led organizations to face various changes. These changes could be due to internal factors such as changing the top management, layoffs and workplace, or due to external factors such as the budget cuts, (Karanja, 2015) infrastructure, governmental policies, technology, and national economy (Getachew & Zhou, 2018). Based on that, organizations may alter one or more of their dimensions such as mission, values, structure, technologies and plans. Before proceeding with any changes, organizations need to align them with their main strategy and objectives.

The organizations' management needs to prepare a comprehensive study and to be transparent with employees before implementing new changes (Eremina, 2017). Therefore, the organization will sustain standard operations, maintain a strong position in the market and increase employees' satisfaction (Lonzo, 2018).

Organizational change has positive and negative effects on employees. Therefore, it is important to understand employees' reactions toward any changes. Communicating information on time and involving employees in the decision-making process positively affect employees and reduce their uncertainty and resistance to change (Wittig, 2012).

However, employees may resist the change to keep their current position since they believe that they have already spent time and effort to learn their current skills and capabilities. Resistance to change is a multidimensional concept with components that are affective (negative emotions toward change), behavioral (negative actions and attitudes in response to change), and cognitive (negative beliefs about change) (Rafferty & Jimmieson, 2017).

Organizations either depend on their own resources and staff or collaborate with external agents and consultants to change their structure. Lippitt, Watson and Westley developed a theory about agents' roles and responsibilities during the process of changing organizational structure. Below are the main seven steps that any agent should follow:

- Understand and analyze the existing problems.

- Assess the organization's ability to implement the change.

- Evaluate the organization's resources and the agent's capacity to make the change.

- Collaborate with the organization to select proper methods and techniques to develop new strategies and action plans.

- Define the agent's role and responsibilities.

- Build a clear communication plan between the agent and the employees in order to make the change.

- Eliminate the role of the agent once the organization has accepted the change as a part of its culture (Kritsonis, 2005).

Another theory about changing the organizational structure that has been used by several researchers over the last thirty years includes six stages. The first stage is pre-contemplation; where individuals are not ready to change their behavior and attitudes. The

second stage is contemplation; individuals start to understand the problems and search for solutions. Then, the preparation stage follows, where individuals are ready to change their behavior even though they still need assistance to adapt. Before the final stage, individuals can take action to change their behavior. Finally, they reach the maintenance stage where they try to enhance the success of the changes and avoid repeating the same problems (Prochaska et al., 2013).

2.1.1 Types of Organization

There are two types of organizations: traditional hierarchical – Adopted by most of the big companies - and high performance. Traditional hierarchical organizations have an individual-based approach where there is a clear distinction between the roles of managers and employees since each one is accountable for a specific job. Moreover, the functional unit roles and responsibilities are clearly defined and each unit has a permanent supervisor. Performing work effectively, increasing employee satisfaction and providing a safe and secure environment are the main goals of traditional hierarchical organizations (Dammen, 2001). Traditional hierarchical structuring is used by organizations that are not focused on innovation because of limitations, little flexibility and slow responses. By following the traditional hierarchical pattern, leadership is authorized to make decisions without any discussion with employees. Thus, it leads to lack of employees' engagement and productivity (Karki, 2016).

High performance organizations have a team-based approach focusing on high quality outcomes delivered with the best standards and fewest resources. They have a clear mission and goals in parallel to authorize their employees to make operational decisions. In addition, they are able to build strong communication channels with their stakeholders,

encourage and motivate their employees, and modify their processes and procedures to satisfy customers' needs. The main goals for high performance organizations are to increase customer and employee satisfaction, and build a continuous learning environment for employees (Dammen, 2001). They also focus on providing high quality products and services while obtaining high financial performance. High performance organizations have fewer strata (levels of hierarchy) and less control of quality and services, but well-trained employees and good training in leadership skills. The organizations' strategy, structure and systems are changed according to the vision and values of their leadership. Finally, high performance organizations are reliable, flexible and innovative (Lazic et al., 2005). Therefore, leaders should select the type of organization that suits their activities and preferences.

There are several types of organizational structure such as simple, functional, multi-divisional, matrix, hybrid, and network: details of these are discussed in turn below.

- o Simple structure: This type characterizes small companies, where employees' tasks vary little or not at all. This type of structure is usually found in new organizations or inside a specific unit or department.

- o Functional structure: It is used by manufacturing companies because they group their employees according to tasks in production, sales, accounting, marketing, and public relations. The top management need to understand the performance of all departments and overall organization.

- o Multi-divisional structure: Companies with several functional structures reporting to headquarter usually use multi-divisional structure. Employees are divided into

groups within each functional structure, e.g. production, customer type and geographical area.

o Matrix structure: It is a combination of functional and multi-divisional structures where employees are assigned to teams based on agreements between functional and project managers. They are reporting to both managers to ensure that standards and guidelines are followed; however, the dual lines of authority increase the risk of conflict.

o Hybrid structure: It is a combination of two or more types of structures and is applied when the organization cannot follow a single structure. Some companies permanently apply a hybrid structure to gain maximum advantages or they may temporarily incorporate several structures.

o Network structure: A new type uses by companies that seek to replace vertical by horizontal relationships. Organizations apply a network structure to build partnerships with other organizations with a view to providing products and services (Thomas, 2015).

2.1.2 Factors of Organizational Structure

Layers of hierarchy, nature of formalization, centralization of authority and pattern of communication are the main dimensions of organizational structure that are discussed in this study.

Layers of hierarchy refer to the distinct levels within an organization. Most organizations have three levels: first, middle and high, while large organizations tend to have more than three ranks. For instance, unit head, section head, manager, director, CEO etc. Many employees work at lower levels than higher levels because only a few members

of staff should have authority over the entire organization (Jago & Vroom, 1977). Moreover, lower level managers need to have the technical skills required to perform the work and the ability to communicate with employees. In contrast, high-level managers need conceptual skills to help them to supervise the whole organization (Andersson & Zbirenko, 2014). Ideally, an organization should have enough layers to allow employees to communicate efficiently and effectively. Increasing the number of layers slows decision-making and communication, increases complexity, and reduces the ability to compete in dynamic environment (Turcotte, 2016). Contrariwise, reducing the layers of hierarchy facilitates processes and enhances both communication between supervisors and subordinates, and employee integration.

The nature of formalization represents the written rules and regulations, policies and procedures, job descriptions, functional statements, methods and activities. Formalization motivates employees to perform their tasks professionally. It increases employees' commitment to organization (Danish et al., 2015). All the rules and procedures should be available to all employees in hard copy or through the intranet. Organizations need to design simple and clear rules and regulations for easy use by employees. They also help employees to make their own decisions, evaluate new technologies and verify whether the organization can achieve its goals or not. Formalization also reduces variability, uncertainty (Villagarcia, 2011), role ambiguity and role conflict (Michaels et al., 1988).

There are two types of systems that are used to formulate rules and regulations: mechanistic and organic. Following a mechanistic system helps the organization to define its structure, rules, authority, objectives, and its employees' skills. The top management is responsible for making decisions, managing the organization and distributing tasks among

employees. Employees are responsible for achieving their tasks based on the organization's regulations. Organizations with a mechanistic system follow centralized decision-making where a small group of people has authority over the entire organization. They also practice vertical communication, giving each employee a formal relationship with his/her supervisor. In contrast, organizations with organic system have fewer regulations and their top management makes significant decisions in collaboration with employees. Moreover, employees know about their colleagues' tasks and work as a team to develop new innovative ideas. In this type, organizations follow decentralized decision-making, involving large numbers of employees in the process of making decisions. Their employees collaborate with others inside or outside the organization in the form of horizontal communication (Kessler, 2007).

The third component of organizational structure is centralization, which means that a small group in the organization has the responsibility for making significant decisions. With centralization, the top management can oversee all business transactions and reduce informational costs. However, some researchers believe that centralization has a negative impact, in that it undermines the firm's ability to pursue new opportunities and may reduce employees' motivation (Martin et al., 2016). Centralization has several advantages as following:

- o Managers observe and control all business units across the organization.
- o It helps an organization to unify its policies and procedures and ensures that employees follow them in performing their tasks.
- o It reduces administrative violations especially in terms of employment and payments.

o It minimizes the waste of financial resources and duplication of work.

o It deals more easily with emergencies and unanticipated events.

o It helps the organization to use or reallocate its resources efficiently (Thomas, 2015 and Marume & Jubenkanda, 2016).

Centralization has also some disadvantages discussed in turn below:

o A few members make all significant decisions and this may delay the production process.

o It increases the burden on top management, who has charge of the whole organization.

o Supervisors have full control over their subordinates and this may reduce flexibility.

o It allows administrative errors and conflicts because supervisors act even when they are uncertain of operating conditions and requirements.

o It affects employees' performance and reduces their development and creativity.

o It reduces employees' commitment and involvement in the administrative process (Kessler, 2007, Fadeyi et al., 2015 and Marume & Jubenkanda, 2016).

The last factor of organizational structure is the pattern of communication. Literally, communication is the process of transferring information from one person to another through face-to-face conversation, written materials, and electronic channels (Lunenburg, 2010). It is an essential element in the organization and it characterizes all the processes and relationships between employees and stakeholders. In addition, good communication helps employees to receive clear instructions and valid information before

they engage in any activity. Effective communication helps employees to build strong relationship with their colleagues and helps the company to achieve its goals on time (Ahmed et al., 2013). Communication could be delivered via formal or informal channels. Formal communication transfers messages verbally. It can move from up to down, down to up, and side-to-side horizontally or across boundaries. However, nonverbal communication involves body language such as haptics, gesture, facial expression and eye contact (Agarwal & Garg, 2012). Communication should be effective and reliable enough to allow information exchange in a certain time with minimum disruption between partners (Stachova et al., 2017).

A six-factor conceptual framework theory used to capture the impact of communication on organizational change. The first factor is the level of resistance and readiness for change. The second is transparency, with each employee being aware of proposed changes and their implications. The third is building a community that supports commitment and trust between employees and top management. The fourth is a common understanding of the uncertainty because it effects employees' willingness to change. The fifth is knowledge of the impact of downsizing on employees, who are at risk of losing the job. Finally, communication helps the management to understand the impact of change on the levels of uncertainty and job insecurity (Husain, 2013).

2.2 Employee Performance

According to a business online dictionary (2018), 'performance' means the ability to complete a specific task against predetermined standards related to accuracy, cost, and speed. It also refers to individuals' behavior and their qualitative and quantitative outcomes compared to predefined duties and responsibilities (Sawitri et al., 2016). The term

'performance' includes aspects concerned with behavior and outcomes. On the other hand, other theories indicated performance with three perspectives such as individual differences through characteristics, situational impact and performance regulation (Sonnentag, 2002).

Employee performance means employees' continued completion of specific tasks that meet organizational standards and goals (Nassazi, 2013). It measures non-financial indicators such as teamwork, motivation, and productivity (Osman et al., 2016). Moreover, it is used as an indicator of whether the company succeeds or fails to attain its goals and objectives. Therefore, most organizations seek to hire employees who are professional enough to work beyond their formal roles and responsibilities (Ahmed et al., 2013, Suliman & Al-Kathairi, 2012 and Fadeyi et al., 2015). Overall, they should maintain this professional level of employees through continuous development programs (Suliman, 2001). In addition, they should involve employees in restructuring processes so they can contribute to define their roles and responsibilities.

2.2.1 Methods of Evaluating Employee Performance

Organizations can use objective or subjective methods to evaluate their employees' performance. Objective methods focus on the quantity of work that an employee can produce within a specific time. They cannot be used to evaluate the performance of employees who work in administrative roles such as Human Resources, Finance, Information Technology, etc. In subjective methods, direct supervisors will evaluate employees' behaviors and traits through scale and matrix performance (Frederiksena et al., 2017).

To determine employees' strength and weakness, organizations should perform employee assessment annually, semiannually or quarterly. This assessment is done through

performance appraisal system, which supposed to be done through various techniques to fit different types of organizations (Selvarajan & Cloninger, 2012). The performance appraisal techniques can be divided into two categories: traditional methods and modern methods.

Traditional Methods: They focus on past performance and provide feedback on it, such as ranking, critical incident, narrative essay and graphic rating scales. Currently, most companies are not interested in the first three of these techniques. Each technique of the traditional methods is clarified in details as following:

- o Ranking Method: A straightforward method lists employees' performance rates in descending order based on their performance levels and relative contributions. One employee gets the highest score and another one get the lowest score. Even though ranking is in theory an easy method, it is often difficult to indicate the difference between employees' performances (Jackson & Mathis, 2010). This method uses both qualitative and quantitative criteria, where each criterion is evaluated separately using digital assessment to determine an employee's value (Halacheva, 2016).

- o Critical Incident Method: Employee's supervisor writes and documents all employees' positive and negative critical behaviors to be reviewed over an evaluation period. It is used with other methods to identify the reasons for providing an employee with a specific range (Jackson & Mathis, 2010).

- o Narrative Essay: The supervisor writes a comprehensive essay about employees' strengths and weakness at the end of an evaluation period; this means this technique depends somewhat on the supervisor's writing skills. The evaluation includes

criteria for overall performance, employees' capabilities and qualifications, previous performance and recommendations. The narrative essay provides detailed and useful information about employees, but it is a time consuming method (Shaout & Yousif, 2014).

o Graphic Rating Scale: A general scale used to evaluate personal traits, behavior and outcomes. It is easy to use and it provides quantitative analysis and comparison very quickly (Majid, 2016). Its criteria allow performance to be assessed on a scale of 5 up to 10 points. It is applied when the firm has few employees and each of them get a score based on total points collected under each criterion (Halacheva, 2016).

Modern Methods: They focus on future performance by defining specific objectives for short and long terms such as management by objectives, behaviorally anchored rating scales, assessment centers, 360 degree, and 720 degree assessment (Majid, 2016). Below are some details regarding the techniques of modern methods:

o Management by Objectives (MBO): An employee's performance is compared against specific objectives that were determined by the company's management in collaboration with employees. Before the evaluation period, the management should determine the deadline, the ways of achieving the target objectives, and potential obstacles. MBO can be performed through three main steps: objective formulation, planning and process execution, and performance control and feedback (Wenceslaus & Eyiuche, 2014).

o Behaviorally Anchored Rating Scales (BARS): This technique includes a list of behaviors where each has a specific numerical score. This method studies the

effectiveness of an employee in performing several tasks. The technique is applied in the following four steps: observe an employee's performance, collect incidents from these observations, determine a scale for these incidents, and develop the final instrument for each specific task (Phillips et al., 2006).

- o Assessment Centers: An employee's performance is evaluated over time across several exercises. During the evaluation process, employees participate in several activities such as work groups, computer simulations, fact-finding, analysis and decision-making problems, and oral presentations. The assessment center method is costly and time consuming, and requires a large number of employees. Moreover, it is not easy to manage the method processes (Shaout & Yousif, 2014).

- o 360 Degree: This is a multiple-input approach, which considers inputs from various stakeholders such as the direct supervisor, the employee, customers, suppliers and colleagues. It provides accurate, reliable, and credible information. Moreover, it helps employees to understand the impact of their activities on others (US Performance Office of Management, 1997). The 360-degree method is used to design training courses, career development and self-development. In this method, communication, reliability and fairness are increased as well as employees opinion are respected (Donald, 2009).

- o 720 Degree: It has pre and post rounds of feedback while evaluating employees' performance. It is considered a development method rather than a performance method since it supports training and development functions. Moreover, it helps the management to make significant decisions about salary, promotion or demotion, and employee transfer. The 720-degree method is also used to check the validity of

procedures and practices (Dulababu et al., 2011).

2.2.2 Factors of Employee Performance

Employees' performance is a multidimensional concept (Awan & Javed, 2015, Muda et al., 2014, Yildiz et al., 2011 and Suliman, 2001) and this study cover four of its dimensions: work skills, understanding work duties, job performance and readiness to innovate (Suliman & Al Kathairi, 2012).

The first factor of employee performance is work skills, which indicates the main skills and techniques that employees need to perform their daily tasks (Chei et al., 2014). Moreover, the term 'work skills' stands for an employee's ability to understand and implement fundamentals, techniques, policies, procedures and regulations (California State University, 2008).

Understanding work duties means the ability of employees to understand their tasks clearly in order to contribute in the company's success (Chei et al., 2014).

Job performance refers to the output of employee's behavior and skills that he/she achieves in an organization (Jalagat, 2016). Outcomes, behavior and personal traits were shown in historical studies as the three dimensions of job performance (Berghe, 2011). It also includes both quality and quantity of work expected from employees to achieve organizations' goals (Suliman, 2001).

Readiness to innovate is a tendency to implement new or better ways of doing things. It gives organizations competitive advantage since it helps them to stay active in the market, sustains strong performance, and provides quick problem solutions (Smith, 2009). To be an innovative organization, it needs to be flexible, create cross-functional teams and face challenges. Moreover, they need employees who are able to create new

ideas and use unique techniques to implement the ideas' prototypes. To perform better than its competitors, a company should think outside its comfort zone and can do this by encouraging innovation. Thus, innovation contributes positively to an organization's revenues, profits and value (Malaviya & Wadhwa, 2005).

2.3 Employee Satisfaction

The concept of employee satisfaction was established in the early 20th century, while the first tool that used to measure it was initiated in 1935. Satisfaction is a comprehensive module for human resources strategies within the organization and is one of the main factors affecting it success or failure (Kasvi, 2017). Employee satisfaction indicates employees' positive attitudes toward their organizations (Abdullah et al., 2011 and Sageer et al., 2012).

Increase employee satisfaction leads to increase their loyalty and retention (Shan et al., 2014). Moreover, employees tend to be more productive and creative to enhance their work and therefore contribute to organization success. Based on this, many organizations consider employee satisfaction a priority (Leitmanova & Fekete, 2016). However, companies may face some challenges in maintaining high level of employee satisfaction, such as conflict between employees and supervisors, and employees' different expectations along with their expenses.

2.3.1 Factors of Employee Satisfaction

There are several factors affecting employee satisfaction with their current positions. The most common factor is the working environment including working hours, training and development, workload distribution and vacation time (Odembo, 2013). Organizational structure, culture and values as well as demographic factors such as age,

education and years of experience contribute to employee satisfaction (Milijic et al., 2016). Leadership style such as autocratic, democratic, charismatic, etc. also plays a major rule on increasing or decreasing employees' satisfaction (Brenninger, 2015). That is because employees need someone who respects their ideas and they want to feel that their immediate supervisor support them. Finally, a high salary and compensation, recognition and reward high performance lead to increase satisfaction and retention of staff (Leitmanova & Fekete, 2016).

The above factors can be classified into two main types: intrinsic and extrinsic satisfactions. Intrinsic satisfaction factors help employees to feel satisfied in performing their work, for example, the work itself, sense of achievement, recognition, and growth. Extrinsic satisfaction factors, such as reward, promotion, supervision, and job security are generated from co-workers and supervisors. Intrinsic factors are motivational forces and their absence will not necessarily dissatisfy employees, whereas the absence of extrinsic factors could cause employee dissatisfaction (Baylor, 2010).

2.4 Links between Organizational Structure, Employees' Performance and Satisfaction

The relationship between people and the organizational hierarchy began to be studied in the 1950s (McCartney, 1978). Many studies have explored the relationships between changing organizational structure and employees' performance or satisfaction; examples are listed below.

Shabbir (2017) revealed the impact of organizational structure of brewing firms in Nigeria on employee performance. He considered the organizational structure as an independent variable with four dimensions: nature of hierarchical layers, technology,

internal and external boundaries, and formalization. The dependent variable is employee performance and it was studied through supervisor ratings. For Shabbir, employee performance has seven factors: quality, quantity, target accomplishment, efficiency and effectiveness, knowledge, dependability and enthusiastic capability. This researcher used a random sampling technique to survey 376 employees from five firms listed on Nigeria Stock Exchange. The study shows a significant positive relationship between the organizational structure and employee performance. That means reducing the layers of hierarchy, boundaries and degree of formalization, while adapting enhanced technology leads to improve employees' performance.

Al-Saber & Al-Foraih (2013) carried out their study in Gulf University for Science and Technology in Kuwait. The researchers selected a sample of 160 employees to study the significant differences in their performance before and after the implementation of a new structure. The results showed a close relationship between the university structure and employees' satisfaction and motivation. It also declared that employees' performance had improved after the implementation of the new organizational structure.

Setiawan et al. (2016) studied the impact of organizational structure, leadership and trust on employees' performance. A sample of 80 employees was drawn from Ternama University, Indonesia. The results indicated an insignificant relationship between the organizational structure and employees' performance; the coefficient value was higher than 5% (−0.16). This meant that the organizational structure had no direct impact on employee performance, a conclusion in conflict with the results of many other studies.

Ebongkeng (2018) studied the organizational structure and performance in African Financial Company in Cameroon. He decided that changing the organizational structure

had a positive impact on performance with more than 50% of their responses being positive. To find how many were in favor he designed and distributed a questionnaire to 28 individuals, including managers, employees and customers. However, only 20 of them completed the surveys. The result was positive, as the employees' response rate was more than 50%.

Karanja (2015) studied the impact of organizational change on employee performance. The main dimensions of change were technology, structure, roles and responsibilities, and workforce management. The researcher collected a sample of 37 employees from Postal Corporation in Kenya. The results disclosed that organizational change has an impact on employees' performance and company outputs. The study revealed that technology had made the greatest change in organization (45%) while organizational structure had made the least (6%).

Ahmed et al. (2013) studied the impact of organizational change on employees' performance in the banking sector, with particular reference to Pakistan. The group studied the organizational change in five dimensions: leadership, communication, procedural justice, employee development and tolerance of change. The size of this study sample was 252 employees. The results revealed a positive relationship between the five dimensions and employee performance. Tolerance of change has the highest influence on performance while procedural justice has the lowest. The researchers suggested that similar studies could be conducted in different sectors.

Shafiee et al. (2016) examined the relationship between some factors of organizational structure and employee performance in Iran. The study sample was 80 out 97 employees from Karafarin and Parsian Insurance Companies. The researchers studied

three dimensions of organizational structure: centralization, complexity and formality. The results showed a significant positive relationship between the dependent and independent variables. Formality ranked as the most effective factor on employee performance followed by centralization; complexity was considered the least effective factor.

Thomas (2015) in his paper "Effects of Organizational Structure on Job Satisfaction in the Nigerian Financial Sector: Empirical Insight from Selected Banks in Lagos State" studied the impact of organizational structure on satisfaction. His questionnaires were distributed to 335 employees out of 3711; however only 259 employees completed them. The study indicated a positive significant correlation between organizational structure and satisfaction with a correlation coefficient equal 0.795.

Nizamuddin et al. (2018) surveyed 267 employees in Indonesia at the Central Bureau of Statistics of North Sumatera Province to examine the influence of leadership, compensation, organizational structure and motivation on the performance of data collecting officers. The researchers selected five dimensions to study performance, which were quantity, quality, use of time, knowledge and skills, and employees' ability to be cooperative. The indicators of structure were the degree of specialization at work, departmentalization, command chain, hierarchy levels, centralization and decentralization. The results revealed that the organizational structure has a direct positive impact on employees' performance and an indirect impact through motivation.

Malik & Rehman (2017) studied the impact of centralization on employees' performance. They analyzed survey materials from 100 middle managers of five-star hospitals in Pakistan who dealt directly with frontline staff. The results disclosed that the overall theoretical model was statistically significant as its p-value was less than 0.005.

This suggests that centralization has a great impact on employee performance because the independent variable successfully explained the variation in the dependent variable. However, centralization and performance had negative correlation, which meant that employee performance derived a negative influence from centralization.

2.5 Research Hypotheses

To evaluate the research objectives, this study tested fifteen hypotheses, which are derived from the research model in Figure 1:

H01: Organizational structure is significant in predicting employee performance.

H02: Organizational structure is significant in predicting employee performance factors (work skills, understanding work duties, job performance and readiness to innovate).

- o H02_1: Organizational structure is significant in predicting work skills.
- o H02_2: Organizational structure is significant in predicting understanding work duties.
- o H02_3: Organizational structure is significant in predicting job performance.
- o H02_4: Organizational structure is significant in predicting readiness to innovate.

H03: Organizational structure factors (layers of hierarchy, nature of formalization, centralization of authority and pattern of communication) are significant in predicting employee performance.

- o H03_1: Layers of hierarchy is significant in predicting employee performance.
- o H03_2: Nature of formalization is significant in predicting employee performance.
- o H03_3: Centralization of authority is significant in predicting employee performance.

o H03_4: Pattern of communication is significant in predicting employee performance.

H04: Organizational structure factors (layers of hierarchy, nature of formalization, centralization of authority, and pattern of communication) are significant in predicting the factors of employee performance (work skills, understanding work duties, job performance and readiness to innovate).

H05: Organizational structure is significant in predicting employee satisfaction.

H06: Organizational structure factors (layers of hierarchy, nature of formalization, centralization of authority, and pattern of communication) are significant in predicting employee satisfaction.

o H06_1: Layers of hierarchy is significant in predicting employee satisfaction.

o H06_2: Nature of formalization is significant in predicting employee satisfaction.

o H06_3: Centralization of authority is significant in predicting employee satisfaction.

o H06_4: Pattern of communication is significant in predicting employee satisfaction.

2.6 Conceptual Framework

The research model serves as a base line for this research; it indicates the overall relationship between the organizational structure (independent variable) and employees' performance and satisfaction (dependent variables). It also assist the researcher to develop tests of hypotheses concerning the impact of the independent variable and its dimensions (layers of hierarchy, nature of formalization, centralization of authority and pattern of communication) on the dependent variables, employee performance and employee

satisfaction. Employee performance was studied as a multidimensional variable that included work skills, understanding work duties, job performance and readiness to innovate, while employee satisfaction was studied as a one-dimensional variable.
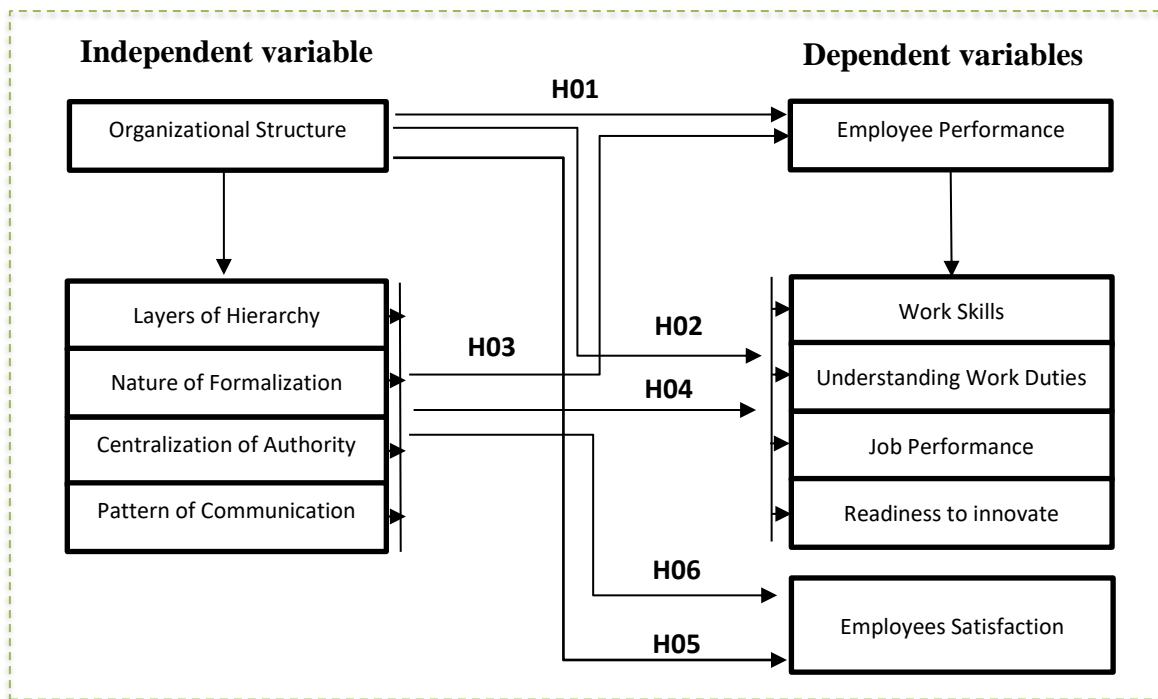

Figure 1. Conceptual framework of the study.

CHAPTER 3: RESEARCH METHODOLOGY

This study uses applied research to examine the performance and satisfaction of employees after the implementation of the university's new organizational structure.

3.1 Study Sample

Since QU is an educational institution, it has both academic and administrative employees; however, not all of them are much affected by the new structure. Therefore, this research focused on faculty members who hold managerial positions and all administrative employees, excluding laborers, drivers and housekeepers. This meant that the total population remaining was 1524 employees. Using sample-size calculator available in qualtrics showed that the minimum sample size recommended for this study with 95% confidence level and 5% margin of error was 307. However, the researcher decided to select a random sample of four hundred and sixty to increase the accuracy level, comprising 30.18% of the population. A questionnaire was prepared and then distributed to the sample for completion between 6th April and 4th May 2018, but only 237 employees responded, suggesting a rate of 51.52%. Upon scrutinizing the returned questionnaires, forty-four (44) responses were incomplete and therefore had to be excluded, leaving 193. This means the response rate of the study was 41.96%, which is a good enough to generalize the study results on the total population.

3.2 Validity of the Questionnaire

The QU-IRB Committee verified and reviewed the questionnaire to ensure the validity and integrity of the instrument. The committee approved the questionnaire because it met all the ethical conditions and requirements. It received the ethical approval number of QU-IRB 907-E/18.

3.3 Reliability of the Questionnaire

To measure the reliability of the study's main dimensions and the questionnaire in general, Cronbach's Alpha was calculated as shown in Table 1. The instrument's reliability value was 0.882, which is higher than the acceptable threshold of 0.60. The internal reliability for all dimensions was also acceptable, giving an alpha value between 0.606 and 0.894. These results indicate that in conducting the statistical analysis the instrument and all its dimensions were reliable and consistent.

Table 1

Results of reliability test

#	Dimension	Cronbach's Alpha
1	Layers of Hierarchy	0.688
2	Nature of Formalization	0.606
3	Centralization of Authority	0.791
4	Pattern of Communication	0.841
5	Organizational Structure	0.808
6	Understanding Work Duties	0.843
7	Work Skills	0.872
8	Job Performance	0.757
9	Readiness to innovate	0.743
10	Employee Performance	0.884
11	Employee Satisfaction	0.894
12	The Instrument	0.882

3.4 Data Sources

The research relied on two complementary sources of data, primary and secondary. The primary data were collected through the questionnaire distributed to QU employees and collected within a month. The questionnaire included thirty-two items about three dimensions: organizational structure, employee performance and employee satisfaction. A self-rated performance scale with five points was used to measure employee performance. The questionnaire used to collect the primary data of this study is presented in Appendix A. The research also incorporated secondary data generated from previous studies, scientific journals, books and electronic websites.

3.5 Statistical Methods

Below are the statistical tools that were used to study and analyze the collected data. The tools were implemented using IBM SPSS Statistics 25:

- o Cronbach's Alpha measured the reliability of the collected data through the questionnaire.
- o Descriptive statistics including the arithmetic mean, standard deviation, frequency, percentages, and the relative importance of each variable on a five-point scale using the following formula:

$$\text{Length of each level} = \frac{Max\ Score - Min\ Score}{Number\ of\ level\ scale} = \frac{5-1}{5} = 0.8$$

- o Pearson's Correlation coefficient was used to determine the strength and direction of the relationship between the variables.
- o Linear regression models were used to measure the impact of the independent variable on the dependent variables.

CHAPTER 4: RESULTS

4.1 Sample Description

This part focuses on implementing and analyzing the statistical tool described in chapter three. The survey of this study was designed to include both genders, male and female. Based on demographic data available in Table 2, females represented 60.10% and males represented 39.90% of the sample. This accurately reflects the university population, where females represent the majority of all who work there. Interestingly, even though QU is the only national university, the data show that the percentage of Qataris in the sample was only 36.79%. This indicates that the Qatarization policy is not fully implemented in the university. Moreover, employees divided into two main groups: managerial position holders represented 44.04% and non-managerial position holders represented 55.96%. The marital status of the respondents was made up of 71.50% who were married and 28.50% unmarried.

The demographic analysis showed that most of the respondents held a Master's degree followed by first-degree holders; both categories occupied almost the same proportion, 42.49% and 41.97%, respectively. Employees with no high school qualification made the lowest contribution (less than 1%). The data also show that the age group "25 - 35" was the largest with 51.81% followed by the age group "36 - 46" at 30.57%, indicating that the university is interested in hiring relatively educated young people. The two smallest age groups were composed of people below 25 and "58 or above".

Furthermore, 54.92% of the sample contained employees with 2 - 7 years of experience, followed by employees with 8 – 13 years of experience (19.17%). Participants with maximum one year of experience represented the lowest percentage (6.74%). Experts

with at least 20 years of experience represented 10.36%. More than 50% of the sample had

stayed for two up to seven years in the same position. Twenty-five employees had changed

their positions within a year from hiring date whereas nineteen employees had maintained

the same position for at least 14 years.

Table 2

Demographic variables of the study sample

#	Variable	Frequency	Percentage
A	**Gender**		
1	Female	116	60.10%
2	Male	77	39.90%
B	**Nationality**		
1	Qatari National	71	36.79%
2	Non-Qatari National	122	63.21%
C	**Job Status**		
1	Managerial level	85	44.04%
2	Non-Managerial level	108	55.96%
D	**Marital Status**		
1	Married	138	71.50%
2	Unmarried	55	28.50%
E	**Education**		
1	Less than high school	1	0.52%
2	High school	3	1.55%
3	College degree	21	10.88%
4	Graduate degree	81	41.97%
5	High diploma	5	2.59%
6	Master's degree or above	82	42.49%
	Total	**193**	**100%**

Continue Table 2

#	Variable	Frequency	Percentage
F	**Age**		
1	Less than 25	3	1.55%
2	25 - 35	100	51.81%
3	36 - 46	59	30.57%
4	47 - 57	26	13.47%
5	58 or above	5	2.59%
G	**No. of years worked in current organization**		
1	One year or less	13	6.74%
2	2 - 7	106	54.92%
3	8 - 13	37	19.17%
4	14 - 19	17	8.81%
5	20 years or above	20	10.36%
H	**No. of years worked in the present position or job**		
1	One year or less	25	12.95%
2	2 - 7	118	61.14%
3	8 - 13	31	16.06%
4	14 - 19	10	5.18%
5	20 years or above	9	4.66%
	Total	**193**	**100%**

4.2 Description of Variables

The mean and rank of all the variables and their dimensions have been analyzed based on scale values of the mean listed in Table 3. The mean scale values indicate the responses of the participants regarding the statements in the questionnaire.

Table 3

Mean scale and criteria

Mean	Criteria
1.00 – 1.80	Strongly disagree
1.81 – 2.60	Disagree
2.61 – 3.40	Neither agree nor disagree
3.41 – 4.20	Agree
4.21 – 5.00	Strongly agree

Based on Table 4, the arithmetic mean for organizational structure is 3.20, which means that the average responses were neutral about the statements in the questionnaire. The centralization of authority ranked as the most dimension that represents organizational structure, with an arithmetic mean equal to 3.61 (agree); whereas the pattern of communication ranked as the least dimension with a mean of 2.56 (disagree). The mean of the nature of formalization indicates that the average respondents agreed about items related to this dimension, while they were neutral about the layers of hierarchy, with a mean equal to 3.30. The below table indicates that no great variation exists between the data sample compared to the means values, since their standard deviations are below one. Communication has the greatest variation with a standard deviation equaling 0.94. Referring to the questionnaire in Appendix A, Part 2, the first four items were used to measure the layers of hierarchy and the following three items (5, 6 and 7) were used to

measure the nature of formalization. Items 8, 9 and 10, related to the centralization of authority while items 11, 12, 13 and 14 related to the pattern of communication.

Table 4

Arithmetic means and ranking for organizational structure dimensions

No.	Dimensions	Mean	Std. Deviation	Rank	Rate
1	Layers of Hierarchy	3.30	0.77	3	Neutral
2	Nature of Formalization	3.50	0.78	2	Agree
3	Centralization of Authority	3.61	0.89	1	Agree
4	Pattern of Communication	2.56	0.94	4	Disagree
	Organizational Structure	3.20	0.58		Neutral

The arithmetical mean of employee performance as shown in Table 5 equal 4.18, indicating that the average respondents agreed about all the statements in Part 3 of the questionnaire. Work skills ranked as the highest dimension that represents employee performance, with a mean of 4.28 followed by understanding work duties (4.27). Both indicate that the average respondents were in strong agreement. The average responses related to readiness to innovate (4.15) and job performance (4.02) showed agreement with the statements in the questionnaire. In addition, the data sample related to employee performance and its dimensions had less variation because their standard deviation values were less than one (range 0.50 - 0.73). The first three items (1, 2 and 3) in Part 3 of the

questionnaire were used to study understanding work duties and the following three items (4, 5 and 6) were used to study work skills. Items 7, 8 and 9 related to job performance. The last five items (10, 11, 12, 13 and 14) were used to study the readiness to innovate.

In addition, the mean of employee satisfaction equal 3.49 and this indicates that the average of participants strongly agreed with the statements in the questionnaire. The data sample related to employee satisfaction showed the highest variation of all the variables, with its standard deviation equaling 0.99. Items 15, 16, 17 and 18 in Part 2 of the questionnaire measured employee satisfaction.

Table 5

Arithmetic means and ranking for employee performance dimensions

No.	Dimensions	Mean	Std. Deviation	Rank	Rate
1	Work Skills	4.28	0.70	1	Strongly agree
2	Understanding Work Duties	4.27	0.73	2	Strongly agree
3	Job Performance	4.02	0.62	4	Agree
4	Readiness to innovate	4.15	0.54	3	Agree
	Employee Performance	4.18	0.50		Agree

4.3 Testing the Validity of the Data

To test data validity, correlation analysis between the dependent and independent variables were implemented. The correlation matrix, which is shown in Appendix B,

delineates the strength and direction of correlation between the variables. There is a medium positive correlation between the pattern of communication and both the nature of formulation (0.594) and employee satisfaction (0.558). Additionally, employee satisfaction has medium positive relationship with the organizational structure because their coefficient correlation equal 0.501. Job performance and readiness to innovate also have medium positive correlation (0.653). Moreover, organizational structure has strong positive correlations with the nature of formulation, pattern of communication and layers of hierarchy, with coefficient correlation values of 0.756, 0.811 and 0.721, respectively. There is a strong positive correlation between work skills and understanding work duties (0.744). The data also showed that employee performance had strong positive correlations with job performance, understanding work duties, work skills and readiness to innovate, with values of more than 0.70. The remaining variables had little or no correlation with each other. Based on these figures, we can conclude that multicollinearity may have existed between organizational structure and the pattern of communication, as well as employee performance and the readiness to innovate, since both correlations coefficient were higher than 0.80.

4.4 Testing Hypotheses

The hypothesis tests were examined and analyzed using linear regression modules and correlation coefficient. Based on the data available in Table 6 and correlation matrix in Appendix B, the first regression model is statistically significant because its p-value equal 0.005 <5%. Therefore, the null hypotheses "Organizational structure is significant in predicting employee performance" cannot be rejected. The coefficient of determination, R-square, equal 0.040 and this means that the model explains 4% of variation in employee

performance. Moreover, the Pearson Correlation value equal 0.201 and this indicates weak positive correlation between the variables.

Table 6

Regression analysis for structure and employee performance

					Model Summary				
					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.201[a]	.040	.035	.48695	.040	8.033	1	191	.005
a. Predictors: (Constant), Org									

The regression model that summarized in Table 7 is statistically significant because its p-value (0.001) is less than 5% and this matches the correlation matrix in Appendix B. Thus, H02_1 is not rejected and it can be concluded that the organizational structure is significant in predicting work skills. The slope and coefficient of determination show little positive correlation existing between the dependent and independent variables. Going by R square value, 5.6% of the variance in work skills is explained by the organizational structure.

Table 7

Regression analysis for structure and work skills

					Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
2	.237[a]	.056	.051	.68016	.056	11.388	1	191	.001
a. Predictors: (Constant), Org									

Based on Appendix B and Table 8, the regression model is statistically significant since its p-value (0.001) is less than 5% and therefore H02_2 will not be rejected. Hence, it may be inferred that the organizational structure is significant in predicting understanding work duties. The model has positive weak correlation because the value of correlation coefficient equal 0.240. The R square value indicates that 5.8% of the variation in understanding work duties is explained by the organizational structure.

Table 8

Regression analysis for structure and understanding work duties

					Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
3	.240[a]	.058	.053	.71108	.058	11.720	1	191	.001
a. Predictors: (Constant), Org									

Because the p-value equal 0.200, the regression model is not statistically significant (Refer to Appendix B and Table 9). Consequently, the null hypothesis (H02_3) has to be rejected. To conclude, there is no linear correlation between organizational structure and job performance, where Pearson Correlation equal 0.093.

Table 9

Regression analysis for structure and job performance

					Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
4	.093ª	.009	.003	.62190	.009	1.651	1	191	.200
a. Predictors: (Constant), Org									

The null hypothesis "Organizational structure is significant in predicting readiness to innovate" is rejected because its p-value (0.312) is higher than 5% (See Table 10 and Appendix B). Therefore, the model is statistically insignificant. Additionally, the Pearson Correlation equal 0.073, meaning that there is no linear correlation between the two variables.

Table 10

Regression analysis for structure and readiness to innovate

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
5	.073[a]	.005	.000	.54002	.005	1.027	1	191	.312

Model Summary

a. Predictors: (Constant), Org

As per Table 11 and Appendix B, the null hypotheses (H03_1) will be rejected, since the p-value is greater than 5% (0.479). Therefore, it is concluded that there is no evidence that the layers of hierarchy can predict employee performance. In addition, Pearson Correlation value is less than 1%, indicating that there is no linear correlation between the number of layers and the performance of employees.

Table 11

Regression analysis for layers of hierarchy and employee performance

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
6	.051[a]	.003	-.003	.49643	.003	.504	1	191	.479

Model Summary

a. Predictors: (Constant), Org_Layers

Both Table 12 and correlation matrix in the appendix indicate that the regression model is statistically significant because its p-value (0.007) is less than 5%. Accordingly, the hypotheses (H03_2) is not rejected and it is concluded that the nature of formulation is significant in predicting performance. Even though the model is significant, the correlation between the dependent and independent variables is weak because Pearson Correlation equal 0.193. This model explains 3.7% of employee performance variance.

Table 12

Regression analysis for formalization and employee performance

					Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
7	.193[a]	.037	.032	.48777	.037	7.366	1	191	.007
a. Predictors: (Constant), Org_Formalization									

Correlation matrix in Appendix B and Table 13 show that the regression model (H03_3) is statistically insignificant as its p-value (0.403) is greater than 0.05; therefore this model is rejected. The consequent conclusion is that there is no evidence that the centralization of authority can predict employee performance. There is also no linear correlation between the two variables; Pearson Correlation equal 0.060.

Table 13

Regression analysis for centralization and employee performance

					Model Summary				
		R	Adjusted	Std. Error of			Change Statistics		
Model	R	Square	R Square	the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
8	.060[a]	.004	-.002	.49617	.004	.702	1	191	.403
a. Predictors: (Constant), Org_Centralization									

Since the p-value in Table 14 equal 0.001, which is less than 5%, the regression model is statistically significant. The correlation matrix in Appendix B also confirms the same result. Therefore, the null hypotheses "Pattern of communication is significant in predicating employee performance" is not rejected. The coefficient of determination equal 0.053, which means that the pattern of communication explains 5.3% of the variance in employee performance. Moreover, the value of Pearson Correlation (0.230) indicates weak correlation between the variables.

Table 14

Regression analysis for communication and employee performance

					Model Summary				
		R	Adjusted	Std. Error of the			Change Statistics		
Model	R	Square	R Square	Estimate	R Square Change	F Change	df1	df2	Sig. F Change
9	.230[a]	.053	.048	.48380	.053	10.628	1	191	.001
a. Predictors: (Constant), Org_Communication									

The correlation matrix in Appendix B was used to study and analyze the hypothesis (H04), "Organizational structure factors are significant in predicting the factors of employee performance". It indicated that the nature of formalization has significant positive correlation with understanding work duties and work skills, with Pearson Correlations of 0.273 and 0.225, respectively. Moreover, the pattern of communication has a significant correlation with understanding work duties (0.261) and work skills (0.201).

Table 15 and Appendix B delineate that the regression model is statistically significant because its p-value is less than 5%, thus the hypothesis (H05) will not be rejected. Accordingly, organizational structure is shown to be significant in predicting employee satisfaction. R square equal 0.251, indicating that organizational structure explains 25.1% of the variance in employee satisfaction. The data also show that the dependent and independent variables have positive moderate correlation as the correlation coefficient equal 0.501.

Table 15

Regression analysis for structure and employee satisfaction

					Change Statistics				
Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
11	.501[a]	.251	.247	.86053	.251	64.030	1	191	.000
a. Predictors: (Constant), Org									

The regression model summarized in Table 16 is statistically significant because its p-value (zero) less than 5%, and this coincides with the correlation matrix in Appendix B. Accordingly, the hypothesis (H06_1) will not be rejected. It is concluded that the layers of hierarchy is significant in predicting employee satisfaction. The coefficient of determination shows that the model explains 9% of the variance in employee satisfaction. Moreover, there is a positive weak correlation between the variables because the Pearson Correlation equal 0.300.

Table 16

Regression analysis for layers of hierarchy and employee satisfaction

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
12	.300[a]	.090	.085	.94849	.090	18.923	1	191	.000
a. Predictors: (Constant), Org_Layers									

Table 17 and correlation matrix in the appendix summarize that the regression model is statistically significant with a p-value (0.000) less than 0.05. Therefore, H06_2 will not be rejected and it can be inferred that the nature of formulation is significant in predicting satisfaction. The coefficient of determination equal 0.239 and this means that the nature of formulation explains 23.9% of the variance in satisfaction. Finally, the correlation coefficient (0.488) indicates a moderate correlation between the variables.

Table 17

Regression analysis for formalization and employee satisfaction

					Model Summary					
		R	Adjusted	Std. Error of	Change Statistics					
Model	R	Square	R Square	the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	
13	.488ª	.239	.235	.86769	.239	59.843	1	191	.000	
a. Predictors: (Constant), Org_Formalization										

This regression model is statistically insignificant (Refer to Table 18 and Appendix B). It has a p-value (0.633) greater than 5%. Therefore, the hypothesis (H06_3) can be rejected and we conclude that there is no evidence indicating that centralization can predict employee satisfaction. Moreover, there is no linear correlation between the centralization and satisfaction, where the Pearson Correlation value less than 0.10.

Table 18

Regression analysis for centralization and employee satisfaction

					Model Summary					
		R	Adjusted R	Std. Error of	Change Statistics					
Model	R	Square	Square	the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	
14	.035ª	.001	-.004	.99377	.001	.229	1	191	.633	
a. Predictors: (Constant), Org_Centralization										

Since the p-value (zero) is less than 5%, the hypothesis (H06_4) is not rejected and therefore the model is statistically significant (See Table 19 and Appendix B). The pattern of communication is significant in predicting employee satisfaction. The value of R square indicates that 31.1% of the variance in satisfaction is explained by the pattern of communication. In addition, the communication and employee satisfaction have a strong positive correlation because the Pearson Correlation equal 0.558.

Table 19

Regression analysis for communication and employee satisfaction

					Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
15	.558[a]	.311	.307	.82546	.311	86.166	1	191	.000

a. Predictors: (Constant), Org_Communication

For further analysis about significant organizational structure dimensions, the figures below show in more detail how Qatari and non-Qatari employees reacted toward these dimensions. Figure 2 shows that the highest number of non-Qatari (44) and Qatari (22) employees disagreed about the statements related to the pattern of communication. This means that they are not satisfied about the level of communication in QU.
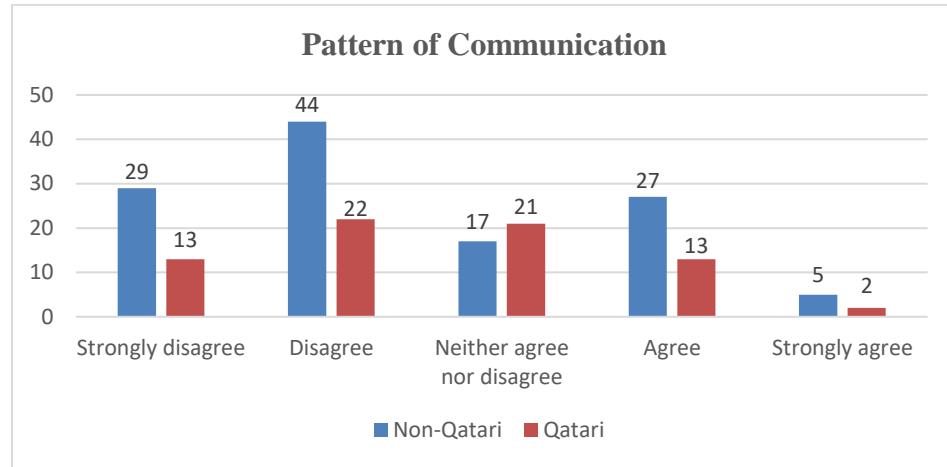
Figure 2. Qatari and non-Qatari responses regarding pattern of communication.

Figure 3 indicates that the highest rate of non-Qatari and Qatari employees, 38.52% and 42.25%, respectively, agreed that reducing the layers of hierarchy lead to easier the work and make better decisions. Therefore, employees preferred to have fewer layers at the university.
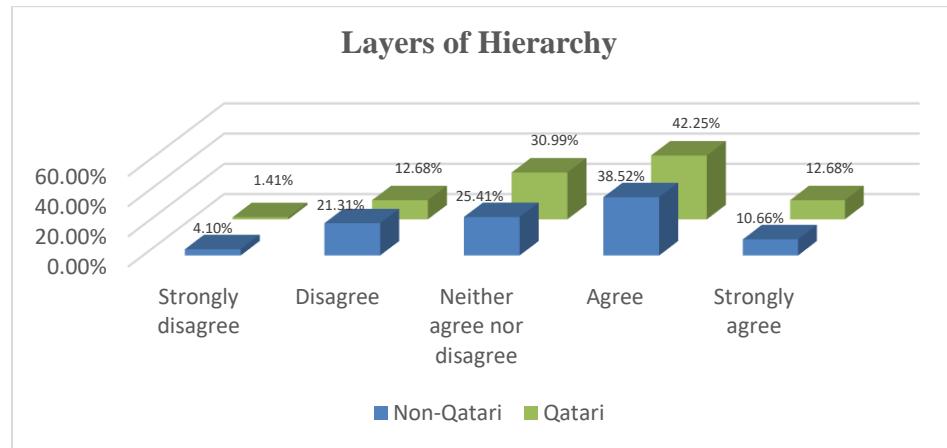
Figure 3. Qatari and non-Qatari responses regarding layers of hierarchy.

The two figures above show that the highest rate of Qatari and non-Qatari employees had the same responses toward the pattern of communication and layers of hierarchy; however, they varied over formalization, as shown in Figure 4. Around 49 % of Qataris employees agreed about the level of formalization in QU and the importance of having rules and regulations. On the other hand, 40.98% of non-Qatari employees preferred to be neutral in this matter.
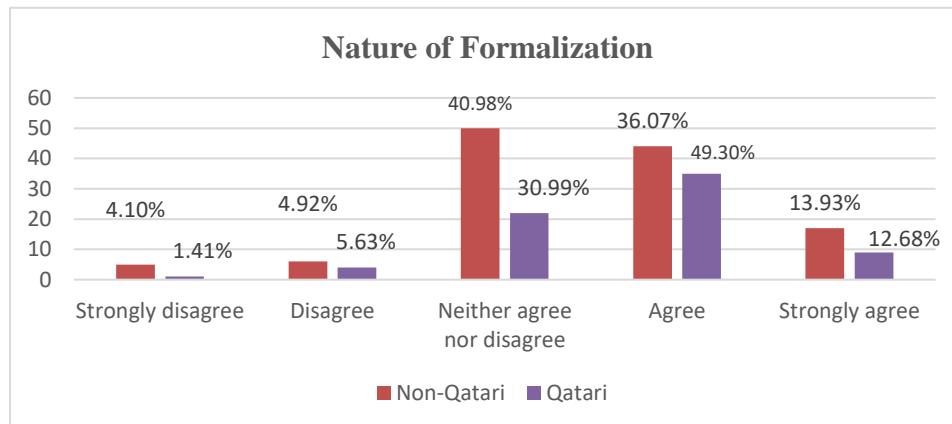
Figure 4. Qatari and non-Qatari responses regarding nature of formalization.

Table 20 shows the total number of responses related to the significant dimensions of employee performance, namely, work skills and understanding work duties. The highest number of non-Qatari employees strongly agreed regarding work skills and understanding work duties. Moreover, the highest number of Qatari employees agreed about both dimensions. This means that the majority of the both categories are confident about their skills and ability to perform their tasks at work.

Table 20

Qatari and non-Qatari responses regarding work skills and work duties

Rate-Scale	Work Skill		Understanding Work Duties	
	Non-Qatari	**Qatari**	**Non-Qatari**	**Qatari**
Strongly disagree	1	1	1	0
Disagree	0	2	0	4
Neither agree nor disagree	10	6	9	7
Agree	41	34	46	33
Strongly agree	70	28	66	27
Total	122	71	122	71

CHAPTER 5: DISCUSSION AND IMPLICATIONS

The statistical analysis that were prepared in chapter four revealed the following results:

Analyzing the demographic variables shows that 12.95% of QU employees had changed their positions within a year from hiring date. This high percentage suggests further studies to investigate the main reasons behind such rapid mobility. At the same time, 61.14% of the employees stayed for 2 to 7 years in the same position. This is a good indicator in view of the fact that many studies show that a maximum of five years in the same job beneficial for the employee before moving to a new job.

The statistical analysis indicates that the pattern of communication has an arithmetical mean of 2.56. This means that the average of employees believed that communication channels in the university was not utilized sufficiently, and so they do not get enough information regarding significant decisions or transformation projects at the right time. Therefore, it is recommended to enhance the communication channels between high and low management levels. It is important to discuss changes in the organization with employees before implementation, so they would be prepared physically and emotionally. In addition, the management needs to prepare a well-defined changing strategy to ensure a smooth transition during the organization changes.

From the findings of this study, the average of both centralization and formalization are above 3.4, which means that the average QU employees prefer to work under decentralized conditions. They feel that centralization reduces their control over their day-to-day operations, which may delay their daily tasks. They also desire to work in an organization that has clear and stable rules and regulations that help to organize the work

and to make decisions easily. The average employees were neutral regarding the importance of reducing the layers of hierarchy and their effect on performance; hence, further researchers might use other tools and techniques to reveal the relationship between the number of layers of hierarchy and employee performance.

The results also suggest that employees either agree or strongly agree regarding all performance dimensions. According to their mean values, the average employees strongly agree that they have the required skills, techniques and knowledge to perform the required tasks at work. Employees also feel that they are efficient, effective, creative and innovative. Furthermore, the analysis shows that the QU structure increases employees' satisfaction with their current position and work environment.

The results of testing the hypotheses disclose that the new QU organizational structure has a significant impact on employee performance. Therefore, both variables were studied from different dimensions to understand exactly which dimension of organizational structure has the greatest impact on the employee performance dimensions. The regression analysis indicated that the organizational structure has a statistically significant correlation with two of the performance dimensions; work skills and understanding work duties. The QU employees believe that the clarity of their roles and responsibilities as well as their ability to acquire the needed work skills and techniques are affected by the new organizational structure. Even though QU has tended towards innovation and digitalization, as mentioned in its new strategy, the results showed that the new structure did not significantly affect employees' readiness to innovate. Moreover, job performance, including the quality and quantity of work, has not been deeply affected by the new organizational structure, as shown in Table 9.

The results of the study also reveal that the nature of formalization and pattern of communication are the two dimensions of organizational structure that affect the significant performance dimensions. Both understanding work duties and work skills are affected by the nature of formalization more than the pattern of communication. This means having clear and stable rules, regulations, and procedures has positive impact on employee performance. Moreover, good and appropriate communication channels improve the performance. In the previous two years, the QU employees were put under pressure due to the transformation project. This has convinced them, that getting information about significant decisions from top management on right time will affect their performance. Therefore, the management needs to increase the engagement of employees in some decision-making processes.

The centralization of authority and layers of hierarchy are not significant in predicating employees' performance. This is considered as a good sign that employee performance should not be affected by any change in the type of authority or number of layers.

The test of the fifth hypothesis shows that the organizational structure has a higher impact on employee satisfaction than employee performance. This is because the organizational structure explains 25.1% of the variance in employee satisfaction while it only explains 4% of the variance in employee performance. Moreover, all the structural dimensions have a significant impact on employee satisfaction, except the centralization of authority. There is no evidence that approve the impact of centralization on the satisfaction. The pattern of communication was the most effective factor on employee satisfaction, while the layers of hierarchy was considered the least effective factor.

Most of the study findings are in alignment with those of many researchers, such as Al-Saber & Al-Foraih (2013), Thomas (2015), Ebongkeng (2018), Karanja (2015) and Ahmed et al. (2013). They all agree that the better the organizational structure design, the higher the employee performance. This study also agree with some results of the study prepared by Shafiee et al. (2016). It shows that formalization has a positive impact on employee performance while it negates the significant positive correlation of centralization and employee performance. However, the study conflicts with the results of Malik & Rehman (2017), Setiawan et al. (2016), and Nizamuddin et al. (2018) that were discussed in the literature review in chapter two. Moreover, the results of the study contradict with the statement of Shabbir (2017) that says reducing the layers of hierarchy increases performance. There is no evidence indicates any significant correlation between these two variables. The results of both studies agreed on the significant impact of formalization on performance but in opposite direction of correlation. While Shabbir confirmed that reducing the level of formalization leads to improve employee performance, this study approved the opposite.

To conclude, the results of the study were affected by the sample size and culture. Although, the number of respondents was small (193 employees), it still represents 41.96% of the sample (460 employees), which is enough to consider it representative. Moreover, Qatari culture differs from the cultures of Kenya, Nigeria, Cameron, Pakistan, Indonesia and Iran. Hence, some of the findings of the studies implemented in these countries contradict with the results of this research due to the cultural differences of these nations.

CHAPTER 6: CONCLUSION

Based on the above results and analysis, we conclude that QU's new organizational structure, especially two of its dimensions, the nature of formalization and pattern of communication, affects employee performance. Moreover, the nature of formalization, pattern of communication and layers of hierarchy affect employee satisfaction. Work skills and understanding work duties are the only dimensions of employees' performance that are affected by the university structure.

This research may help the university to be cautious and careful before changing its structure in new cycles. It also helps the management to understand the importance of implementing a proper organizational structure that contributes positively to employee performance and satisfaction. In addition to facilitate the making and transmitting of decisions. It should persuade QU to improve its communication channels, increase employees' integration in decision-making processes, and prepare clear and comprehensive roles and regulations.

The research supports the claim that the university needs high level of formalization and communication in order to increase its employees' performance and satisfaction. Furthermore, having fewer layers in its hierarchy leads to increase satisfaction. Otherwise, the university will certainly encounter problems and difficulties with its employees.

6.1 Limitations of the Study

Below are listed the limitations of this study:

1. The time allotted for completing this research was short; therefore, the researcher was not able to conduct focus groups or interviews with employees to support the

results. In addition, the lack of time restricts the depth to which the researcher could probe the data and study more dimensions for the variables.

2. The study has a small sample size, because it was difficult to collect a large number of responses in a short time frame, especially in April and May, since they are the peak months for work before the summer vacation begins.

3. The wish to keep the questionnaire simple and short to collect information quickly limited the amount of information that could be collected.

6.2 Future Research

This research studies the direct impact of QU organizational structure on employees' performance and satisfaction. Therefore, it would be useful if further research is conducted to study its indirect impact on performance through examining satisfaction, motivation, etc. Other dimensions of QU's organizational structure would repay in depth investigation, especially after implementing its new strategy and initiatives. The researchers could also initiate another study about the impact of the structure and the demographic variables on performance and satisfaction. Both of them need to be studied as multidimensional variables. Finally, study the structure of higher educational institutions and its impact on Qatari and non-Qatari employees is needed to understand exactly how each category is affected by the organizational structure.

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APPENDICES

Appendix A: Questionnaire

QUESTIONNAIRE	الاستبـانـة

Dear Sir/ Madam,
 	
This questionnaire is attempt to study the impact of new Qatar University organizational structure on employees' performance and satisfaction. The purpose of this study is to understand the impact of implementing the new organizational structure at Qatar University on employees' performance and their satisfaction toward their current job. Please note that there is no right or wrong answer.
 	
The questionnaire will be used to collect the primary data needed for a research study. Therefore, we seek your assistance to be open, fair, and honest as possible as you can in your responses. The survey will take approximately 10 minutes from your valuable time.
 	
Your participation is voluntary and you may withdraw from this study at any time or skip any question you like. The researcher assures you that no individuals will be identified from their responses and there are no requests for confidential information included in the questionnaire. The results of the analysis will be strictly used by the researchers for study purposes *only.*
 	
The questionnaire comprises three parts:
  1. General information
  2. Organizational Structure
  3. Performance
 	
Kindly click on "Yes" to start the survey. If you do not wish to participate, kindly click "No" to exit.
 	
<u>YES</u>   <u>NO</u>
 	
Appreciate your time and effort,,
Researcher
Basma Mismar
Email: bm080565@qu.edu.qa
	أخي الفاضل/أختي الفاضلة
	
	تهدف هذه الاستبانة إلى دراسة تأثير الهيكل التنظيمي الجديد لجامعة قطر على أداء ورضا الموظفين. إن الهدف من هذه الدراسة هو معرفة تأثير تطبيق الهيكل التنظيمي الجديد لجامعة قطر على أداء الموظفين ورضاهم تجاه وظائفهم الحالية. برجاء الملاحظة لا توجد هناك إجابة خاطئة أو صحيحة.
	
	سيتم استخدام هذا الاستبانة لجمع البيانات الأولية اللازمة لإعداد دراسة بحثية. وعليه نطلب مساعدتكم في الإجابة على الأسئلة بكل وضوح وحرية وصدق قدر المستطاع. يستغرق الاستبيان حوالي 10 دقائق من وقتكم.
	
	مشاركتكم تطوعية ويمكنكم الانسحاب من هذه الدراسة في أي وقت أو يمكنكم تخطي أي سؤال دون الإجابة عليه. ويؤكد لكم الباحث بأنه لن يتم التعريف أو الإشارة إلى الأفراد من خلال الإجابات المقدمة ولن يكون هناك أية إجابات تستوجب السرية تتضمنها هذه الاستبانة. سيتم استخدام نتائج التحليل من قبل الباحثين لأغراض الدراسة فقط.
	
	تتكون الاستبانة من ثلاثة أقسام:
	  1. معلومات عامة
	  2. الهيكل التنظيمي
	  3. الأداء الوظيفي
	
	يرجى الضغط على "نعم" لبدء الاستبيان. وإذا كنت لا ترغب بالمشاركة، يرجى الضغط على "لا".
	
	<u>نعم</u> <u>لا</u>
	
	نقدر لكم جهودكم ووقتكم،
	الباحث
	بسمة مسمار
	البريد الإلكتروني: bm080565@qu.edu.qa

PART ONE: GENERAL INFORMATION *Please tick one box for each question*				الجزء الأول: معلومات عامة الرجاء وضع علامة(√) لكل سؤال
A. Sex				**أ – الجنس:**
(1)	Male	( )	( )	(1) ذكر
(2)	Female	( )	( )	(2) أنثى
B. Marital Status:				**ب- الحالة الاجتماعيه:**
(1)	Married	( )	( )	(1) متزوج/متزوجة
(2)	Unmarried	( )	( )	(2) غير متزوج/غير متزوجة
C. Education:				**ج- المرحلة التعليمية:**
(1)	Less than high school	( )	( )	(1) أقل من الشهادة الثانوية
(2)	High school	( )	( )	(2) الشهادة الثانوية
(3)	College degree	( )	( )	(3) دبلوم ما بعد الشهادة الثانوية
(4)	Graduate degree	( )	( )	(4) درجة البكالوريوس
(5)	High diploma	( )	( )	(5) الدبلوم العالي
(6)	Masters or above	( )	( )	(6) درجة الماجستير أو أعلى
D. Age:				**د- العمر:**
(1)	Less than 25	( )	( )	(1) أقل من 25 عاماً
(2)	25 - 35	( )	( )	(2) 25 - 35
(3)	36 - 46	( )	( )	(3) 36 – 46
(4)	47 - 57	( )	( )	(4) 47 – 57
(5)	58 or above	( )	( )	(5) 58 وأكثر
E. No. of years worked in current organization:				**هـ - عدد السنوات التي قضيتها في منظمتك الحالية:**
(1)	One year or less	( )	( )	(1) سنة أو أقل
(2)	2 - 7	( )	( )	(2) 2 – 7
(3)	8 - 13	( )	( )	(3) 8 – 13
(4)	14 - 19	( )	( )	(4) 14 – 19
(5)	20 years or above	( )	( )	(5) 20 سنة أو أكثر
F. No. of years worked in the position or job:				**و - عدد سنوات الخدمة في نفس الوظيفة أو العمل:**
(1)	One year or less	( )	( )	(1) سنة أو أقل
(2)	2 - 7	( )	( )	(2) 2 – 7
(3)	8 - 13	( )	( )	(3) 8 -13
(4)	14 - 19	( )	( )	(4) 14 – 19
(5)	20 years or above	( )	( )	(5) 20 سنة أو أكثر
G. Job Status:				**ز – المستوى الوظيفي:**
(1)	Managerial level	( )	( )	(1) منصب إشرافي
(2)	Non-Managerial level	( )	( )	(2) منصب غير إشرافي
H. Nationality:				**ح – الجنسية:**
(1)	Qatari National	( )	( )	(1) قطري
(2)	Non-Qatari National	( )	( )	(2) غير قطري

PART TWO: ORGANIZATIONAL STRUCTURE *Please tick one box for each item*												الجزء الثاني: الهيكل التنظيمي *الرجاء وضع علامة(√) لكل سؤال*
SA-Strongly agree; A-Agree; N-Neither agree nor disagree; D-Disagree; SD-Strongly Disagree	SA	A	N	D	SD		غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	
1. Decision-making has become quicker with few layers												1- يصبح اتخاذ القرارات أسرع بوجود مستويات وظيفية أقل
2. Having few layers has led to take certain decisions at operational level instead of higher level												2- وجود عدد أقل من المستويات الوظيفية يؤدي إلى اتخاذ بعض القرارات على المستوى التشغيلي بدلاً من المستوى الأعلى
3. Having few layers at the university leads to high level of integration												3- وجود مستويات أقل في الجامعة يؤدي إلى مستوى عالٍ من التداخل والاندماج
4. I believe that with more layers, the coordination of activities increases												4- أؤمن أن تنسيق الأنشطة يزيد بزيادة عدد المستويات الوظيفية
5. I feel the degree of rules and regulations imposed at my workplace are high												5- أشعر أن هناك الكثير من القواعد واللوائح المطبقة في مكان عملي
6. Increasing rules and regulations has helped in reducing the rate of errors												6- زيادة القواعد واللوائح يساعد في تقليل نسبة الأخطاء
7. I believe that rules and regulations organize work process and facilitate making the right decisions												7-أعتقد أن القواعد واللوائح تنظم الإجراءات وتسهل عملية اتخاذ القرارات الصحيحة
8. I feel that centralization leads to delays in decisions-making process												8- أشعر أن المركزية تؤدي إلى تأخير عملية اتخاذ القرارات
9. I have less authority over day-to-day operations and decisions with effect to centralization												9- في وجود المركزية يكون لدي سلطة أقل على الإجراءات والقرارات اليومية
10. I face complexity within the centralized work process												10- أواجه تعقيدًا في إطار العمل في وجود السلطة المركزية

PART TWO: ORGANIZATIONAL STRUCTURE *Please tick one box for each item*						غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	الجزء الثاني: الهيكل التنظيمي *الرجاء وضع علامة(√) لكل سؤال*
SA-Strongly agree; A-Agree; N-Neither agree nor disagree; D-Disagree; SD-Strongly Disagree	SA	A	N	D	SD						
11. Transformational plan has been communicated effectively to employees											11- تم نقل الخطة التحويلية للموظفين بشكل فعال
12. I am satisfied with new changes and the quality of the work environment											12- أنا راضٍ/راضية عن التغييرات الجديدة ونوعية بيئة العمل
13. Information about significant matters reaches the University community on time											13- تصل المعلومات حول الأمور الهامة في الوقت المحدد
14. Employees have adequate information regarding how decisions are made in the university											14- لدى الموظفين معلومات كافية عن كيفية اتخاذ القرارات في الجامعة
15. I find real enjoyment in my job											15-أجد متعة حقيقية في عملي
16. I like my job better than the average person											16-أحب عملي أفضل من الشخص العادي
17. Most days I am enthusiastic about my job											17- معظم الأيام أكون متحمس(ة) لعملي
18. I feel fairly well satisfied with my job											18- أشعر بالارتياح إلى حد ما في وظيفتي

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PART THREE: SELF-RATED PERFORMANCE *Please tick one box for each item*						الجزء الثالث: الأداء الوظيفي- التقييم الذاتي *الرجاء وضع علامة(√) لكل سؤال*					
SA-Strongly agree; A-Agree; **N-Neither agree nor disagree;** **D-Disagree; SD-Strongly Disagree**	**SA**	**A**	**N**	**D**	**SD**	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	
1. I understand on a daily basis what I need to carry out on my job, and what equipment and tools are to be used											1- أفهم ما يجب علي القيام به يومياً وأية معدات ومواد يجب استخدامها
2. I understand my work goals and requirements											2- أفهم أهداف ومتطلبات عملي
3. I understand my job responsibilities											3- أفهم مسؤوليات عملي
4. I have sufficient client know-how to carry out my work proficiently											4- لدي المعرفة الكافية للقيام بعملي بكفاءة
5. I understand the steps, procedures, and methods required to carry out the job											5- أفهم الخطوات والإجراءات والطرق اللازمة للقيام بالعمل
6. I am familiar with the skills required on the job to perform effectively											6- إنني على دراية بالمهارات المطلوبة للقيام بمهام الوظيفة بصورة فعالة
7. My work outcomes are free from errors and accurate											7- إنتاجي في العمل خالي من الأخطاء ودقيق
8. I am able to complete quality work on time											8- يمكنني إكمال وتقديم عمل عالي الجودة وفي الوقت المحدد
9. My work speed is satisfactory											9- سرعة قيامي بعملي مرضية
10. I am able to complete quantity of work on time											10- يمكنني إكمال كمية من العمل في الوقت المحدد
11. I stick to established rules and procedures when doing my job											11- ألتزم بالقوانين والإجراءات القائمة عند قيامي بعملي
12. I search for fresh new ways of resolving problems in my work											12- أبحث عن الأساليب الحديثة في حل المشاكل في عملي
13. I come up with and try new ideas in my work											13- أتقدم بأفكار جديدة وأنفذها في عملي
14. I try to question old ways of doing things in my work											14- أحاول مناقشة الطرق القديمة في أداء عملي

Appendix B: Correlation between Research Variables

		Layers	Formulation	Centralization	Communication	Org. Structure	Employee Satisfaction	Work Duties	Work Skills	Job Performance	Innovation	Employee Performance
Layers	Correlation	1										
	Sig.											
Formulation	Correlation	.445**	1									
	Sig.	0.000										
Centralization	Correlation	0.066	0.076	1								
	Sig.	0.364	0.296									
Communication	Correlation	.413**	.594**	0.065	1							
	Sig.	0.000	0.000	0.368								
Organizational Structure	Correlation	.721**	.756**	.405**	.811**	1						
	Sig.	0.000	0.000	0.000	0.000							
Employee Satisfaction	Correlation	.300**	.488**	-0.035	.558**	.501**	1					
	Sig.	0.000	0.000	0.633	0.000	0.000						
Work Duties	Correlation	0.123	.273**	-0.017	.261**	.240**	.425**	1				
	Sig.	0.088	0.000	0.812	0.000	0.001	0.000					
Work Skills	Correlation	0.131	.225**	0.090	.201**	.237**	.346**	.744**	1			
	Sig.	0.068	0.002	0.215	0.005	0.001	0.000	0.000				
Job Performance	Correlation	-0.017	0.041	0.083	0.130	0.093	.261**	.339**	.352**	1		
	Sig.	0.816	0.570	0.251	0.072	0.200	0.000	0.000	0.000			
Innovation	Correlation	-0.058	0.071	0.042	0.132	0.073	.294**	.401**	.397**	.653**	1	
	Sig.	0.420	0.329	0.558	0.067	0.312	0.000	0.000	0.000	0.000		
Employee Performance	Correlation	0.051	.193**	0.060	.230**	.201**	.423**	.788**	.786**	.737**	.811**	1
	Sig.*	0.479	0.007	0.403	0.001	0.005	0.000	0.000	0.000	0.000	0.000	
**. Correlation is significant at the 0.01 level (2-tailed).												