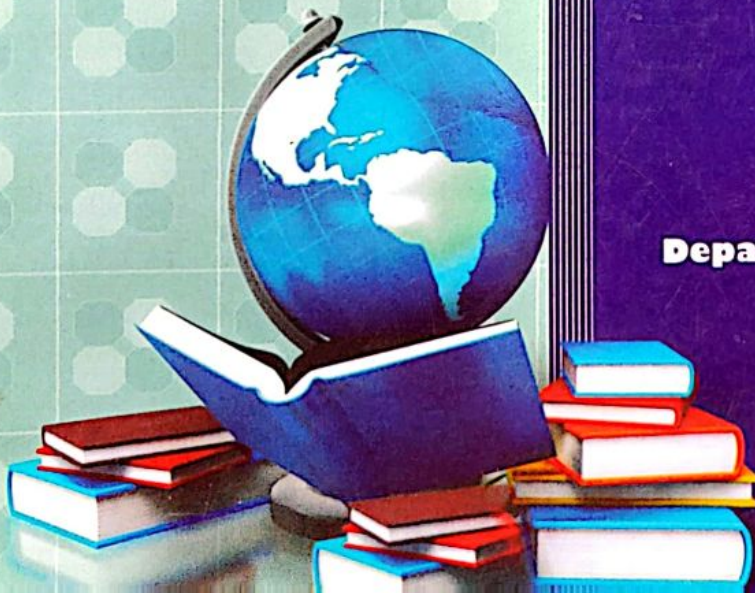




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ORGANISATIONAL STRUCTURE AND INTERPERSONAL RELATIONSHIP IN LADOKE AKINTOLA UNIVERSITY OF TECHNOLOGY OGBOMOSO IN OYO STATE

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Abstract

This study investigated organizational structure and interpersonal relationship in Ladoke Akintola University of Technology Ogbomosho in Oyo State. A sample of 170 and 80 respondents were selected using stratified random sampling technique for selecting teaching and non-teaching staff respectively. Data collected were analysed using Pearson Moment Correlation Co-efficient Statistics ® to find out the relationship between the selected variables of organizational structure and interpersonal relationship. The result showed that organizational structure, line and staff structure, pattern of communication, decision making, and human relation had significant relationship with interpersonal relationship. Based on the findings, it was recommended that the staff especially the non-teaching staff should be enhanced and encouraged because this will promote interpersonal relationship which will enhance productivity

Keywords: *Organizational Structure and Interpersonal Relationship*

Introduction

An organization is a combination of people, working together in pursuit of certain common purposes called organizational goals. It is made up of two or more people working to achieve a goal or goals. The goals may be to make profit (business organization), to spread knowledge (educational organization), to provide defense (Army), or to provide social satisfaction (social clubs). Examples of organization therefore include, sports club, church, educational institution, business firms, social clubs etc. It is important to understand the nature of organizations because of the tremendous influence they have on our lives. For instance, most people spend the major part of their lives as members or organizations which may be professional, service, or voluntary organizations.

The genesis of organization is the human need for cooperation. This need for cooperation is promoted by the natural desire of human beings to achieve personal goals because they recognize that they have physical, biological, psychological need and social limitations. De Miguel (2008) viewed the word "organization" as connoting (i) an entity, a group and (ii) a process. As an entity Simeon defines an organization as "a group of people bound together in a formal relationship to achieve organizational goals". As a process according to Simeon "organization is the structuring or arranging of the parts of the organization". These parts are work, people and systems, which are arranged by pooling efforts together towards designated objectives through definition and division of activities, responsibilities and authority.

Organizational structure can be defined as how individuals and groups are organized or how their tasks are divided and coordinated. In this changing world, many organizations have had to learn how to formulate and implement their strategies through projects and organizational structures in order to successfully face threats and opportunities. Stafford (2005) explained organizational structure as the systematic arrangement of facilities and task so that an institution can work with maximum efficiency. Hofer (2006) affirmed that organization structure can be referred to as the logical relationship of functions and authority arranged to accomplish objectives in an efficient manner. Therefore organizational structure is an orderly management of

authority to ensure effective decision making and control. No organization can survive without effective structure as this involves sharing of responsibilities among managerial and non – managerial staff to ensure effective running of an organization.

There are two major basic of organizational structure that is, line and staff structure. Line structure according to Jones (2004) is authority that flows in a straight line from the Board of Directors to the Managing Director and to lower management levels. Every line executive has identified responsibilities and authority assigned to him and has the supporting staff to execute the functions. Therefore, line authority gives an individual a certain degree of power relating to the performance of an organizational task. Also, two important clarifications should be considered, however, when discussing line authority:

- (1) line authority does not ensure effective performance, and
- (2) line authority is not restricted to line personnel.

The head of a staff department has line authority over his or her employees by virtue of authority relationships between the departmental head and his or her directly-reporting employees. While Staff authority is the right to advice or counsel those with line authority. Staff executives are experts in their fields such as accountants, lawyers, personnel specialists, engineers etc. They advise the line executive who are directly responsible for the immediate attainment of the organizational goals. Therefore, staff authority gives staff personnel the right to offer advice in an effort to improve line operations.

In other words, there are some aspects of organizational relationship that go beyond structure and policies. Obviously, relationships are facilitated if that manager/superior has good communication skills and is even – handed and transparent in his/her decision making.

Interpersonal relationship can be universalistic or particularistic. It is particularistic when the nature of the interaction between the participants is determined by what they mean to each other personally rather than the positions they hold or the roles they perform with the institution.

In pursuit of the research problems and to realize the objective of this study, the following hypothesis were raised and tested.

- i. There is no significant relationship between organizational structure and interpersonal relationship.
- ii. There is no significant relationship between line and staff organizational structure and interpersonal relationship.
- iii. There is no significant relationship between organizational structure and pattern of communication.
- iv. There is no significant relationship between organizational structure and decision making processes.

Methodology

The population for the study consists of the teaching and non teaching staff of Ladoke Akintola University of Technology Ogbomoso in Oyo State. The sample for the study was drawn from teaching and non-teaching staff of tertiary institutions. The sample for the study consists of 250 respondents selected from the teaching staff and non teaching respectively using stratified random sampling technique.

The instrument used to obtain relevant data was questionnaire drawn on organizational structure and interpersonal relationship. The first part of the questionnaire concerned organizational structure and second part focused on interpersonal relationship. The instrument was validated by the experts in the field of education and a reliability coefficient of .80 was obtained using a test-retest method of reliability.

Pearson Product Moment Correlation Coefficient was employed to test the hypothesis formulated at .05 significant level.

Result: The results are presented as they relate to the hypotheses.

Hypothesis 1: There is no significance relationship between organizational structure and interpersonal relation in Ladoke Akintola University of Technology, Ogbomoso in Oyo State.

Table 1: Correlation Analysis of Relationship between Organizational Structure and Interpersonal Relationship

Variables	N	$\bar{X}$	S.D	Calculated r Value	Critical r Value	Decision
Line Organizational Structure	236	20.76	2.77			
				0.36	196	H₀ Rejected
Interpersonal Relationship	236	47.00	5.20			

The data in Table 1 indicates that there is significant relationship between organizational structure and interpersonal relationship. The calculated (r) value (.36) is greater than the critical (r) value (.195) at 0.05 significant levels. The null hypothesis is therefore rejected.

Hypothesis 2: There is no significant relationship between line staff organizational structure and interpersonal relationship in Ladoke Akintola University of Technology, Ogbomoso in Oyo State

Table 2: Corelational Analysis of Relationship between Line and Staff Organizational Structure and Interpersonal Relationship

Variables	N	$\bar{X}$	S.D	Calculated r Value	Critical r Value	Decision
Line Organizational Structure	236	20.36	2.60			
				0.40	.195	H₀ Rejected
Interpersonal Relationship	236	47.96	5.16			

Table 2 shows that there is significant relationship between line and staff organizational structure and interpersonal relationship. The calculated (r) value (.40) is greater than the critical value (r) (.195) at 0.05 significance levels. Thus the null hypothesis is therefore rejected.

Hypothesis 3: There is no significant relationship between organizational structure and pattern of communication in Ladoke Akintola University of Technology, Ogbomoso in Oyo State

Table 3: Correlation Analysis of Relationship between Organizational Structure and Pattern of Communication

Variables	N	$\bar{X}$	S.D	Calculated r Value	Critical r Value	Decision
Line Organizational Structure	236	58.32	4.92	0.17	.195	H_0 Rejected
Pattern of communication	236	13.58	2.54			

Table 3 shows that there is significant relationship between organizational structure and Pattern of communication. The calculated (r) value (0.17) is lesser than the critical value (r) (.195) at 0.05 significance levels. Thus the null hypothesis is therefore accepted.

Hypothesis 4: There is no significant relationship between organizational structure and decision making process in Ladoke Akintola University of Technology, Ogbomoso in Oyo State

Table 4: Correlation Analysis of Relationship between Organizational Structure and Decision making process

Variables	N	$\bar{X}$	S.D	Calculated r Value	Critical r Value	Decision
Line Organizational Structure	236	58.32	4.92	0.41	.195	H ₀ Rejected
Decision Making Process	236	15.56	2.48			

Table 4 shows that there is significant relationship between organizational structure and decision making process. The calculated (r) value (.041) is lesser than the critical value (r) (.195) at 0.05 significance level, showing a very weak positive relationship and the relationship is not significant statistically. Hence the null hypothesis is therefore accepted.

Discussion of Findings

The result of the first two tables that is Table I and II show that there is a significant relationship between organizational structure and interpersonal relationship. Also there is significant relationship between line and staff organizational structure and interpersonal relationship. The researcher is of the opinion that every organization has a set of goals which it strives to achieve, using available human and material resources. And for these goals to be achieved, the administrator would need to maintain some form of interaction with the members of the organization and possibly with the larger community within which the organization is situated. The findings agreed with the submission of Adeniyi (2011) that the level of job satisfaction is affected by a wide range of variables relating to:

- (1) Individual (i.e. personality, education, intelligence and abilities, age, marital status and orientation to work);
- (2) Social factors (i.e. relationship with co-workers, group working and

norms and opportunity for interaction);

- (3) Cultural factors (i.e. attitudes, beliefs and values);
- (4) Organizational factors (i.e. nature and size, formal structure, personnel policies and procedures, employee relations, nature of the work, supervision and styles of leadership, management systems and working conditions); and
- (5) Environmental factors (i.e. economic, social, technical and governmental influences). This indicates that higher level of satisfaction are often postulated as correlates of organizational outcomes such as higher trust, less job related tension and positive attitude to work by subordinates.

The result of Table 2 indicates that there is significant relationship between line and staff organizational structure and interpersonal relationship that is, there is interpersonal relationship between line and staff in an organization because the staff plays the advisory roles as professionals and the authority rely on their advice. Judge, and Herbert (2006) concluded that line and staff structure is of the straight line organization in which every organization member is in the direct chain of command. Because the line – staff executives provides for differential expertise to be brought to bear on organizational problems, it adds a degree to flexibility to other mechanistic structure. Therefore the line can be viewed as a method of pressing the authority relationship in organizational in the face of primary and secondary goals. Table 3 revealed that there is no significant relationship between organizational structure and pattern of communication. On the other hand, the managements need both upward as well as down-ward communication to be effective because sharing of information with subordinates tend to diminish the fears and suspicion about the top management. It also encourages subordinates to contribute ideas and enables the management to take pulse of the organization. Ijaiya (2000) postulated that communication helps to build relationships and facilitates achievement of goals, because effective personnel management is based on effective communication. Nickelson and

Zengery (2002), Morrison (2009) and Oyedeki (2012) in their conclusion stated that person to person communication in writing should be adopted to enhance correction, clear, misconception and move the organization forward. Song and Olfshki (2008) suggested that organizational cultures which foster informal communication provide more opportunities to form friendships. Specifically, organizational norms and rules encourage communication between immediate superiors and subordinates to have a positive impact on friendship opportunity. Further, friendships at work may form simply because of the close proximity, interactions and shared experiences of co-workers. Moreover, manager must give clear instructions and information to all the people concerned give report periodically on the effectiveness of groups, individual's material methods and their contribution towards achieving the organizational goals.

Table 4 indicates that there is no significant relationship between organizational structure and decision making process. In researchers opinion good administrator should bear it in mind the need to involve all the people under him (or their representatives in decision making process, if good and effective decision are to be made). That is manager/superior should transparent in decision making. Alabi, (2000) and Aiyegoro (2000) were also concluded that decision-making refer to the involvement of all participants in decision making on organization. Peretomode (2001) asserted that intermediary decision refer to decision that do not originate from the school administration, but are delegated to him/her by a superior in the organization.

Conclusion

Organizational structure plays an important role in the day-to-day functioning of the organization. Line structure, staff and employee, reporting framework are some of the factors that determine the organizational structure. An efficient structure facilitates decision making by smoothening the span of control of the scope of the manager.

Conclusively, the structure of administration which is being used is found to be enhanced by the interpersonal relationship existing among the staff. That is, line and staff structure is an adaptation of the straight line organization in which every organizational member is in the direct chain of

command.

Recommendations

Based on the findings of the study, the following recommendations are made:

1. The 'line structure which is currently in use should be maintained and strengthened. This will make it easy for individuals to know and appreciate their responsibilities which would eventually leads to improved productivity of the organization.
2. The staff, particularly the non-teaching staff, should be encouraged to undertake training programme to improve their academic status for self development and improved performance on the job.
3. Communication among staff should be enhanced and encouraged, because this will promote interpersonal relationship which will enhance productivity.
4. The involvement of subordinates in decision making should be encouraged in the interest of team work and cooperation in the organization as a means of promoting their involvement and improving productivity.
5. It is also recommended that the management should design methods of encouraging workers motivation and job performance which will enhance their effective interpersonal relationship in the organizations.

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