

# Organisational Characteristics as a Catalyst for Effective Performance of Nigerian Construction Organisations

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Organisational characteristics are distinctive features of an organisation that enable it to perform its statutory roles. It has a lot of influences on organisational performance but less study has indicated the role it plays in improving the performances of organisations. This study appraised different types of organisation characteristics in the Nigerian construction industry and their roles in improving the performances of organisations. In achieving the aim of the study 366 questionnaires were distributed purposefully to management members of construction organisations practising in Abuja who are members of the federation of the construction industry (FOCI). 310 of the questionnaires that were distributed were retrieved, this represented an 82% of response rate. A hypothesis was formulated and tested using multiple regression analysis. Each type of the characteristic form a model equation, the p-values of all the models were 0.000 and The model's result showed that management style, decision making style, organisational culture, organisation effectiveness, organisation efficiency, behaviour and structure have a predictive value of 26%, 45% 20%, 34%. 14%, 54%, and 44% respectively, indicated that all types of characteristics used in the study significantly affect organisational performance. Putting special attention on them by the management of the organisation will significantly improve its performance. The study recommended that organisations in the Nigerian construction industry pay more attention to the identified types of organisational characteristics in order to achieve effective performance.

**Keywords:** Decision making, Organisational style, Organisational structure, Organisational performance

## INTRODUCTION

Organisation characteristics are features originating from the management model adopted by the organisation, through its structure or strategy, and from the company culture embodied in its membership and relationships (Bartuševiciene & Šakalyte, 2013). These organisational characteristics could be broadly referred to as organisational influences (Baird, 2017). According to Elona and Anri (2020) an organisation is more than a chart and manuals of job descriptions; instead, it refers to the “complex pattern of communication and relationships in a group of human beings”. The acquisition of knowledge in the organisation will significantly depend on its structure. Size is an important variable that affects various organisational aspects as well as overall organisational performance. Whereas the impact of size on group dynamics has been well explored in the social sciences literature, the discussion of organisational size has received less attention in management (Buhumaid, 2022).

Construction organisations today, like all other organisations, are facing increasingly intense competition in their business environment due to improved information systems, the globalisation of the industry, and the rugged nature of the construction niche market (Khalfan *et al.*,2022). As a result, considerable attention has been given to the characteristics of their organisations in terms of managerial orientations, in the belief that management is essential in achieving the organisation's long-term and short-term objectives (Oyewobi *et al.*, 2017).

Organisational characteristics influence organisational performance, but the nature of the relationship might depend upon the strategic circumstances confronting the organisation (Ahmad, 2017). These are crucial organisational practice and theory issues, especially in the construction industry (Ahmed, 2017)).

Organisational characteristic is the least tacit of concepts in the construction business, despite their significance in improving organisation's performance. This study intends to analysed another perspective on organisational characteristics in relation to organisational performance, which has not received appreciable research attention (Ibrahim & Daniel, 2019; Elona & Anri, 2020; Khalid, 2020). Some studies suggested that organisational effectiveness and efficiency are contingent upon three key characteristics: decision-making style, management style, and organisational structure (Khalfan *et al.*,2022). Hence, this study explored and established the significance of management style, decision-making style, organisation effectiveness, organisation efficiency, organisation culture, organisation behaviour and organisational structure in the construction context and their effect on organisational performance.

## CONSTITUENTS OF ORGANISATIONAL CHARACTERISTICS IN THE CONSTRUCTION INDUSTRY

Organisational characteristics have been grouped into one of the following categories by some literatures, organisation structure, culture, behaviour,

effectiveness, efficiency, management style, and decision-making style (Ryan, 2018 & Khalid, 2020). Elona and Anri (2020) also found out through the construct of these variables as characteristics exhibit links with above-average strength and high statistical significance, and this implied that these constructs are essential determinants of organisational performance in the context of the growth of each of the above constructs is associated with an increase in organisational performance. Following the conclusion of Elona and Anri (2020), these seven characteristics are adopted in this study and the assumed characteristics are further explained in the subsequent sections.

### Organisation Effectiveness and Efficiency

According to Hanaysha and Mehmood (2022) organisational effectiveness helps to assess the progress towards mission fulfilment and goal achievement. To improve organisational effectiveness, management should strive for better communication, interaction, leadership, direction, adaptability, and a positive environment. Efficiency measures the relationship between inputs and outputs or how successfully the information has been transformed into results (Hanaysha & Mehmood, 2022; Šlogar, 2022). Effectiveness and efficiency are exclusive performance characteristics, yet, at the same time, they influence each other. To achieve excellence in competitive performance, organisations should strive to increase the efficiency and effectiveness indicators evenly. A process characteristic indicates the degree to which the process output (work product) conforms to requirements (Hanaysha & Mehmood, 2022). If the organisation is inefficient but effective, it might survive, but the cost of operational management, processes and inputs will be too high. Organisations can be managed effectively, yet, due to poor operational management, the entity will be performing inefficiently (Khademfar & Amiri, 2013). The inefficient and ineffective organisation is set for an expensive failure (Hanaysha & Mehmood, 2022; Šlogar, 2022). If the organisation manage its

resources effectively yet does not realise its long-term goals, it will become bankrupt slowly, this is because strategy is cost-efficient but not innovative and creates no value (Lee *et al.*, 2022). Management that has no clear customer-oriented policy in place will always have a constant focus on efficiency, such an organisation uses all its efforts to implement a strict resource allocation policy, which translates into strict staff cost control, training cost reduction or even elimination (Moullin, 2017; Khalid, 2020). These actions lead to low morale in the organisation high turnover rate of the employees, and low customer satisfaction. An efficient but ineffective organisation cannot be competitive and eventually bankrupt (Sandeep *et al.*, 2020; Lee *et al.*, 2022; Alkaraan *et al.*, 2022; Hanaysha and Mehmood, 2022; Šlogar, 2022).

### Management Style

This is how an organisation manages its employees and their work activities, and it varies from one organisation to the other; this has been added by Abu-Allan (2018) as one of the practical characteristics of an organisation. Management style is a broad concept that has been extensively discussed in the academic literature, the term has been given many definitions and connotations in the literature (Hanaysha & Mehmood, 2022; Šlogar, 2022). These definitions are outlined below (Hanaysha and Mehmood, 2022). According to Dastane (2020), in-depth knowledge of the job and choosing the most rational alternative possible should be the foremost priority for management style. Specifically, one of the harshest criticisms of Taylor's philosophy was its soft focus on people's needs and the relationships and bonds formed between them at work, whether formal or informal (Ibrahim & Daniel, 2019). Management style has been opined to be one of the organisational characteristics and it has a significant effect on the performance of organisations.

Table 1 is the list of management styles available in construction organisations; the type of management style on the list was adopted for this research.

**Table 1: Type of Management Styles Available In Construction Organisations**

s/no	Type of management style	Descriptions
1	Exploitative - Authoritative style	responsibility at upper levels of the organisation hierarchy
2	Benevolent – autocratic	Centralised control with a single source of authority.
3	Consultative style	open level of communication throughout the hierarchy of the organisation
4	Entrepreneur style	identify crucial skills and task more accurately than other business managers
5	Democratic style	Encouragement of idea sharing and regular employee participation
6	Participative style	upper management has complete trust in their subordinates
7	Bureaucratic style	channelling of established rules, enforcing existing structures and presiding over specific segments of the hierarchy
8	Transformational and transactional style	using positive rewards such as incentives, bonuses, and stock options to motivate employees to improve their performance

9	Servant Management Style	focuses on supporting employees.
10	Pacesetting management style	embodies leading from the front of the pack.
11	Collegial style	close relationships between managers and subordinates on a personal level

Sources: Nalwoga and Van-Dijk (2016); Yaghoobi and Haddadi (2016); Hamzah (2018).

### Organisation Structure

Achieving the desired goals of an organisation requires a sound and effective structure (Ryan, 2018). According to AbdRahaman *et al.* (2014) the organisation structure is a system of job positions and roles assigned to these positions and specifying authority, responsibility, and the task of every situation. Maduenyi *et al.* (2015) attached structure to effectiveness and concluded that the performance of an organisation largely depends on its structure. an organised structure make people perform better and increase productivity. When a clear structure exists, people perform better, tasks are divided, and productivity is increased. Indeed, having a suitable organisational structure that recognises and addresses various human and business realities of the organisations is a prerequisite for long-term success (Ryan, 2018; Dastane, 2020).

### Decision Making Style

Scott and Bruce (2016) defined decision-making style as a habitual pattern individuals use in decision-making or individuals' characteristics mode of perceiving and responding to decision-making tasks. AbdRahaman *et al.*, (2014) posited that the decision-making style is defined by the amount of information gathered and the number of alternatives considered. Others scholars also said that decision-making style refers to differences in the way individuals make sense of the data collected and it has effect on the performance of organisations (Sandeep *et al.*, 2020; Slogar, 2022; Hanaysha and Mehmood, 2022; Alkaraan *et al.*, 2022; Lee *et al.*, 2022).

### Organisation Culture

Organisational Culture (OC) as a social construct reflects the peculiarities of the environment where the construct of the culture is assessed (Longe 2014). These environments could be seen from different perspectives, such as; leadership or individual perspective, organisational and national perspectives. Aldiabat *et al.* (2022) argued that the core content of OC covers beliefs, values and assumptions held by individuals within organisations. In contrast, Ahmad (2017) opined organisational culture is behaviour that determines how an organisation grasps and reacts to the external and internal environments, thus embedding the reaction to the organisational environment in the definition of OC.

Organisational culture is one of the most relevant components of an organisation characteristics, despite the ownership status of an organisation (i.e., whether it is publicly, privately, or co-owned). Organisational culture and its constituent dimensions are issues that occupy a central role in the field's academic debate

(Sumner *et al.*, 2021). Some scholars suggest that organisations that have developed a culture with attributes appropriate to their operational context generate higher financial performance (Yaghoobi & Haddadi, 2016; Sandeep *et al.*, 2020). Data on the relationship between organisational culture and performance at the individual and organisational level within public institution units are limited (Irfan & Marzuki 2018). Only a few empirical studies have been conducted to identify a link between organisational culture and its performance (Irfan & Marzuki, 2018). Morcos, (2018) related organisational performance to organisational effectiveness, the findings suggest that organisational effectiveness is also influenced by organisational culture, this was also has a direct positive impact on organisational performance.

### Organisation Behaviour

Khalid (2020) states Organisational behaviour (OB) studies how people interact within groups. Organisational behaviour theories are used for human resource purposes to maximize output. In general, it is well known that there is a strong relationship between OB and organisational performance (Sumner *et al.*, 2021). Khalid (2020) identified organisation behaviour as one of the silent organisations characteristics that play an essential role in organisation performance. But the challenge is that it can only be effective if it is identified, interpreted, and used correctly by an organisation. Numerous studies have shown that correctly using any of the OB factors can dramatically positively influence the performance of an organisation. Whilst the incorrect implementation of OB factors will create an unpleasant organisational environment that employees will be dissatisfied with, decreasing organisation performance (Aldiabat *et al.*, 2022; Lee *et al.*, 2022).

### Effect of Organisation Characteristics on Performance

Organisational characteristics influence organisational performance, but the nature of the relationship might depend upon the strategic circumstances confronting the organisation. These are crucial organisational practice and theory issues, especially in the construction industry (Munir and Baird 2016). Some studies suggested that organisational effectiveness and efficiency are contingent upon three key characteristics: decision-making style, management style, and organisational structure (Ahmed, 2017). Organisational characteristics do indeed influence the performance of organisations and can moderate the relationship between strategies used by the

organisations and their performance (Sumner *et al.*, 2021).

Directive and analytic decision-making styles impact organisations' performance, as do participative and authoritative management styles. The study concluded that these styles are neither good nor bad. Instead, their success depends on the quality of implementation and the organisations' ability to identify which type is appropriate for a particular context or environmental situation (Moullin, 2017). Organisational structure, management style and decision-making styles enhance organisational performance when combined with cost leadership or differentiation strategies (Oyewobi *et al.*, 2017).

### RESEARCH METHODOLOGY

The study employed exploratory research and quantitative research, the is because the study was only interested in determine the organisational variables as a means of improving organisational performance. The population consists all the management member of Federation of Construction Industry in Nigeria FOCI. The purposive sampling techniques was adopted and

Eighty-five (85) organisations practising in Nigeria were sampled with the population of 625 management staff ; the sampling size was calculated using the Yamane formula (Taherdoost, 2017).

$$n = \frac{N}{1+Ne^2} \quad 1$$

Where; N is population size = 625; e = error 0.05; level of reliability level Of 95% or level of precision. Using the above formula, a sample size of 244 was obtained. 50% of the value was added following the recommendation of Taherdoost (2017) to cover the non-response number; therefore, the new adjusted sample size used for the research was 366 for the questionnaires.

The questionnaire was closed-ended and structured that was based on the questions generated from the literature; these questions were scaled using the 5 – point Likert scale of 1 – 5 (where: 1 Not Significant, 2 Low Significant, 3 Significant, 4 High Significant and 5 Very High Significant) this is concerning the research hypothesis.

Three hundred and sixty – six (366) questionnaires were distributed directly to the management members of eighty-five (85) construction organisational in the study area and 301 was retrieved making 82% of response. The questionnaire was structured into 2 sections: section A covered respondents' profiles and questions related to the respondents' backgrounds and organisations while section B covered queries drawn out for the objective using the findings from the literature.

Section A of the questionnaire was analysed using percentiles while section B was analysed using Multiple Regression Analysis MRA, the existing literature provided strong evidence that certain variables could be expected to be strong predictors of organisational performance, the data analysis for regression was conducted using IBM SPSS statistics 26 and Microsoft excel. A null Hypothesis was formulated to determined the relationship between the organisation characteristics and performance of organisations. The null hypothesis stated that; ***H<sub>0</sub>: there is no significant relationship between organisational characteristics and organisational performance.***

### RESULTS AND DISCUSSION

Three hundred and sixty – six (366) questionnaires were distributed based on the sample size calculated. Out of this number, three hundred and one (301) questionnaires were retrieved. This showed an 82% response rate which is high and adequate for the research.

Table 2 shows the presentation and analysis of Section A of the questionnaire; this was the profile of the respondents and some basic questions concerning the organisations practising performance measurement. The use of frequency distributions and percentile analysed this.

The respondents used for this research were of great experience; this is shown in Table 2; the respondents with twenty years above have a high percentage of 62%. This gave them confidence that most of the respondents were eligible because it was delivered from their wealth of experience of over 20 years.

**Table 2: Demography of Respondents and Organisations**

	Frequency	Percentage
<b>Respondents' Years of Experience in the Construction Industry</b>		
≤ 5 Years	10	3
6 - 10 Years	53	18
11 - 15 Years	134	45
16 - 20 Years	42	14
Above 20 Years	62	21
Total	301	100
<b>Respondents' Years of Experience in the Present Organisation</b>		
≤ 5 Years	9	3
6 - 10 Years	51	17
11 - 15 Years	97	32
16 - 20 Years	96	32
Above 20 Years	48	16
Total	301	100

**H0: there is no significant relationship between organisational characteristics and organisational performance.**

Table 3 shows a multiple regression analysis outputs that test hypothesis H0, which states that management style as one of the variables of organisation characteristics has a significant effect on organisational performance. Using the equation below;

$$\begin{aligned}
 Y_{(OP)} &= \beta_0^{(OP)} + \beta_{MGST1}^{(OP)}(MGST) + \beta_{MGST3}^{(OP)}(MGST) + \beta_{MGST4}^{(OP)}(MGST) + \epsilon \\
 Y_{(OP)} &= \beta_0^{(OP)} + \beta_{DCMST1}^{(OP)}(DCMST) + \beta_{DCMST2}^{(OP)}(DCMST) + \beta_{DCMST3}^{(OP)}(DCMST) + \beta_{DCMST4}^{(OP)}(DCMST) + \epsilon \\
 Y_{(OP)} &= \beta_0^{(OP)} + \beta_{OGCU1}^{(OP)}(OGCU) + \beta_{OGCU3}^{(OP)}(OGCU) + \beta_{OGCU4}^{(OP)}(OGCU) + \beta_{OGCU5}^{(OP)}(OGCU) + \epsilon \\
 Y_{(OP)} &= \beta_0^{(OP)} + \beta_{OGEC1}^{(OP)}(OGEC) + \beta_{OGEC2}^{(OP)}(OGEC) + \beta_{OGEC3}^{(OP)}(OGEC) + \epsilon \\
 Y_{(OP)} &= \beta_0^{(OP)} + \beta_{OGEF1}^{(OP)}(OGEF) + \beta_{OGEF2}^{(OP)}(OGEF) + \beta_{OGEF3}^{(OP)}(OGEF) + \epsilon \\
 Y_{(OP)} &= \beta_0^{(OP)} + \beta_{OGBR1}^{(OP)}(OGBR) + \beta_{OGBR2}^{(OP)}(OGBR) + \epsilon \\
 Y_{(OP)} &= \beta_0^{(OP)} + \beta_{OGSTR1}^{(OP)}(OGSTR) + \beta_{OGSTR2}^{(OP)}(OGSTR) + \beta_{OGSTR3}^{(OP)}(OGSTR) + \epsilon
 \end{aligned}$$

Deduced model 1, the degree to which the management style (organisation characteristics) factors predicted the organisational performance in table 2; the model had a moderate predictive power of

26% ( $R^2 = 0.267$ ; F change = 13.706 with a P-value of 0.000). The result of the model showed that management style as one of the variables of organisational characteristics had a significant effect on organisational performance. Also, in model 2, It was deduced that the degree to which the decision-making style (organisation characteristics) factors predicted the organisational performance in table 5.7 the model had a predictive power of 45% ( $R^2 = 0.450$ ; F change = 15.439 with a P-value of 0.000). The result of the model showed that decision-making style as one of the variables of organisational characteristics had a significant effect on organisational performance. Deduced model 3, the degree to which the organisation culture (organisation characteristics) predicted the organisational performance in table 5.9; the model had a predictive power of 21% ( $R^2 = 0.209$ ; F change = 12.001 with a P-value of 0.000). The model's result showed that organisational culture significantly affected organisational performance. In models 4, 5, 6, and 7, organisation effectiveness, organisation efficiency, behaviour and structure have a predictive value of 34%, 14%, 54%, and 44%, respectively. The P-values of all the models were 0.000; these indicated that these characteristics significantly affect organisational performance. Organisational characteristics has a positive effect and relationship with the performance of organisations this finding is in line with finding of AbdRahaman *et al.*, (2014), Maduenyi *et al.* (2015), Ibrahim and Daniel, 2019, Elona and Anri (2020) and Weatherly, (2021). These authors specifically agreed that all the seven constructs organisational performance significantly.

**Table 3: Regression result on the effect of organisational characteristics on organisational performance**

MODEL	REGRESSION WEIGHT	BETA COEFFICIENT	R <sup>2</sup>	F	T VALUE	P VALUE	COMMENT
H0 <sub>1</sub>	MGST ↔ OP						
	MGST1 ↔ OP	0.082	0.267	13.706	1.112	0.000	SSE
	MGST 2 ↔ OP	0.193	0.267	13.706	2.710	0.000	SSE
H0 <sub>2</sub>	MGST 3 ↔ OP	0.093	0.267	13.706	1.090	0.000	SSE
	DCMS ↔ OP						
	DCMS 1 ↔ OP	0.182	0.450	15.439	2.302	0.000	SSE
	DCMS 2 ↔ OP	0.123	0.450	15.439	1.620	0.000	SSE
H0 <sub>3</sub>	DCMS 3 ↔ OP	0.049	0.450	15.439	-5.97	0.000	SSE
	OGCU ↔ OP						
	OGCU 1 ↔ OP	0.396	0.209	12.001	5.763	0.000	SSE
	OGCU 2 ↔ OP	0.017	0.209	12.001	0.192	0.000	SSE
	OGCU 3 ↔ OP	0.263	0.209	12.001	3.174	0.000	SSE
H0 <sub>4</sub>	OGCU 4 ↔ OP	0.089	0.209	12.001	1.143	0.000	SSE
	OGCU 5 ↔ OP	0.136	0.209	12.001	1.893	0.000	SSE
	OGEC ↔ OP						
	OGEC1 ↔ OP	0.032	0.340	18.231	0.399	0.000	SSE
H0 <sub>5</sub>	OGEC 2 ↔ OP	0.025	0.340	18.231	0.281	0.000	SSE
	OGEC 3 ↔ OP	0.193	0.340	18.231	2.396	0.000	SSE
	OGEF ↔ OP						
H0 <sub>6</sub>	OGEF1 ↔ OP	0.032	0.140	8.221	0.399	0.000	SSE
	OGEF 2 ↔ OP	0.025	0.140	8.221	0.281	0.000	SSE
	OGEF 3 ↔ OP	0.193	0.140	8.221	2.396	0.000	SSE
H0 <sub>7</sub>	OGBR ↔ OP						
	OGBR 2 ↔ OP	0.199	0.540	28.421	2.476	0.000	SSE
H0 <sub>7</sub>	OGBR 5 ↔ OP	0.245	0.540	28.421	2.923	0.000	SSE
	OGST ↔ OP						

OGST1 ↔ OP	0.206	0.444	22.001	2.751	0.000	SSE
OGST2 ↔ OP	0.131	0.444	22.001	1.618	0.000	SSE
OGST 3 ↔ OP	0.012	0.444	22.001	0.166	0.000	SSE

Source: Researcher's Analysis of Data (2021)

Key: SSE – Statistical Significant Effect

## CONCLUSION AND RECOMMENDATION

All regression analysis model constructs significantly affected organisational performance this findings indicated that organisational characteristics play important roles in the measurement of organisational performance.

Based on the above findings the seven variables used in this study should be concentrated on in order to achieve effective performance in an organisation.

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