

The Effects of Organizational Structure on Employees' Productivity in Private Universities of Nangarhar Province

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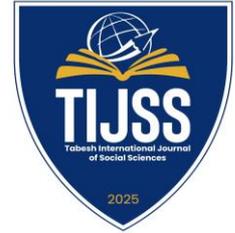
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ABSTRACT

The study examines the effects of organizational structure on employee's productivity in private universities of Nangarhar province. The stratified random sampling technique is used for collection of the data from the corresponding respondents. The simple size of the study is 120 employees working with the private universities. The simple regression technique is used to assess the effects of organizational structure on employee's productivity in private universities in Nangarhar province of Afghanistan. The findings indicates that the total variation in the employee's productivity is 47.4 percent due to the organizational structure, while the remaining variation is due to other factors that are not included in the model. The adjusted R² value is 0.467, which shows that fluctuations in independent variables account 46.7 percent in case of adding or dropping variable from the model. The results further demonstrate that F-statistics value of 253.69 and an f-statistics probability of 0.000 robustly demonstrate that the overall model is significant. In other words, this demonstrates that the model is well due to its probability is less than 5% fit. In other words, this model truly represents the effects of organizational structure on employee productivity in private universities of Nangarhar province. This suggests that the employee's productivity rises by 0.314 units for every unit that the value of organizational structure changes, provided that all other parameters remain the same. As a result, it was discovered that organizational structure has a statistically significant influence on the employees' productivity in private universities of Nangarhar province. The effect of organizational structure is significant at 5% significance level. The study recommend emphasis on improving the organizational conditions to increase the performances of employees in private universities of Nangarhar province.

KEYWORDS: Organizational Structure, Employees' Productivity, Private Universities, Nangarhar



1. INTRODUCTION

The physical arrangement of an institution has a profound impact on the performance of its employees especially in organizational units in context of private universities. In Nangarhar province it is important to unravel this relationship in order to bring improvement into the performance of schools. Organizational structure refers to the formal design of the organization, particularly the distribution of tasks, responsibilities, and communication networks in which responsibility for performing tasks takes place within an organization. It is a fact that an effective structural design helps to reduce complexities, facilitate communication and increase employee's motivation, thus increasing production. The latest research has pointed out structural factors to predict the academic staff performance. For instance, a study done on private universities in western Uganda, reveals that apart from the organizational structure that greatly influences the performance of academic staff, encourages commitment among the members of this organization, (Turyamureeba, 2024). This draws the inference that comparable dynamics exist in the private universities within Nangarhar province, pointing towards the desirability of expanding the analysis to their structural features. Another factor facilitating high productivity and with a direct impact on an organization is the level of organization formalization, which refers to the breadth to which an organization documents its policies, procedures, and rules. High extent of structurization may result into more bureaucracies which is not healthy for the creativity and innovation of the academic staff. On the other hand, such structure may lead to decentralization of activities and power leading to increased incentives and freedom which would lead to better working environment in academic institutions. The other important factor that estimates organizational communication could be said to be centralization, which is the concentration of decision-making power. Highly centralized organizations have few people at the top making many of the decisions and this results in lack of agility by the organization. Structure where decision making is decentralized has characterized organizations giving authority to their employees, increasing satisfaction and productivity at the workplace. It is imperative therefore to comprehend the right level of centralization and decentralization required for portion of efficient functioning for the private universities in Nangarhar province (Stanikzai, Jawad, & Lawraand, 2024).

There is organizational formalization whereby the number of hierarchical levels and the extent of department organizational integration influences communication and tasks. Thus, high complexity will always have confining effects on communication as well as on the processes of decision-making that will always be overcome by a simple structure. Private universities in Nangarhar province need to establish the level of organizational complexity so that possible barriers to productivity of the employee can be determined. Culture of the organization structure also has a huge input towards the productivity of its

employees. A culture that supports people in engaging in open dialogue, working together towards timely achievement of organizational goals, and acknowledgement may go a long way in improving the level of job satisfaction and productivity (Stanikzai, Jawad, & Lawraand, 2024). The continued emergence of technology as a core factor of production requires organizations to have the capability to be flexible. Adaptive structures may impede the implementation of new technologies, while fluid structures can enhance the use of technologies thus resulting in increased effectiveness and profitability. Locally, private universities must assess their capacity to adapt to structural changes in as far as technology is concerned in the education sector (Turyamureeba, 2024). The employment relationship of private universities in Nangarhar province has been influenced by the structural organization of these organizations. It appears that through understanding the aspects including formalization, centralization, span of control, complexity, alignment with the goals, cultural influence, and compatibility with technology, the respective institutions shall be in a position to acquire structural improvements likely to facilitate enhanced performance of the academic staff. Subsequent exploratory research in the context is required to define more encompassing approaches which would consider the present situation in Nangarhar's private higher education sector and its specificities.

1.2 Problem Statement

The political culture of general structure of private universities in Nangarhar provinces significantly influence the work and productivity of employees. Well-defined structure in an organization facilitates, the flow of communication, enhances decision making and clear role and productivity. On the other hand, a structure that is deemed low-quality can confuse employees, have the chain of command executed inefficiently and may lead to demotivated employees. Hence, it becomes crucial to know what makes the structure chosen by the organisation anti-productive in achieving the organisational goals within this sense, so that relevant management strategies can be formulated. In this research, attention has been drawn to the structural dimensions of organisational systems in place in academic organisations. For instance, a study on private universities in Uganda argued that organizational structure and Surveillance and control of layers to a considerable extent influence academic staff commitment and delivery to members of the organizations (Turyamureeba, 2024). Similarly, according to Rahimzai and Gul (2024) on strategic planning in private universities in Nangarhar province, noticed that organizational structure has a significant impact on performance outcomes. Such findings give an indication that the cellular structures of several private university systems based in Nangarhar province require further research.

Although literature has acknowledged the significance of the organizational structure but it lacks research that has investigated the relationship between the organizational structure and productivity of employees in

private universities in Nangarhar province. This gap in the literature limits the formulation of relevant strategies to improve organization performance. It is also important to fill this gap, as the nature of management and organizational structure in the higher education sector in Afghanistan may be different from this and other countries due to specific conditions that affect the efficiency of organizational structures. Additionally, since education is an open system, it requires constant assessment of the organizations relative to the institution and the environment for effectiveness in change. Conditions like technology, education policies and students themselves are dynamic and call for dynamic structures in organization. To meet with these changes and increase the employees' efficiency, private universities of Nangarhar province must identify if their structures are appropriately adaptable. Hence, there is a need to examine the impacts of organizational structure on the performance of employees in the selected private universities in the province of Nangarhar. Such research will enable these institutions to learn how they can fine tune the organisational structure to better align the behaviour of its workforce in a way that will benefit the provision of quality higher education in a given region.

1.3 Research Objectives

- To examine the effects of organizational structure on employee's productivity in private universities of Nangarhar province.
- To Propose relevant strategies to improve organizational structures and employee's productivity in private universities of Nangarhar province.

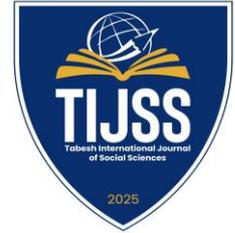
1.4 Research Questions

- What are the effects of organizational structure on employee's productivity in private universities of Nangarhar province?
- How to improve organizational structure and employee's productivity in private universities of Afghanistan.

1.5 Hypotheses of the study

H₀: There is no significant effects of organizational structure on employee productivity in private universities of Nangarhar province.

H₁: There is a significant effect of organizational structure on employee productivity in private universities of Nangarhar province.



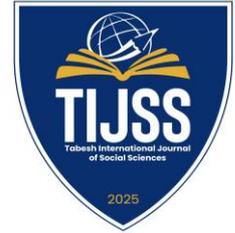
1.5 Significance of the Study

Understanding the impacts of organizational structure on the level of employees' performance in private universities in Nangarhar province will be valuable to boost institutional effectiveness. Proper organizational structures that link various parts of an organisation increase on communication, defines responsibility and facilitates the right decision making in curtailing production constraints amongst academic and administrative staff. On the other hand, organisations characterised with a poor structure are likely to exhibit organisational' sub-optimality, including systematic inefficiency and low organisational morale, with an overall negative impact on organisational performance. The purpose of this research is found solutions that will assist university administrators to enhance their organisations structures to promote effective working environment.

This current research supports and emphasizes the role of the organizational structure in the academic environment. For example, research done among private universities in Uganda reveal that organizational demarcation and layers significantly affect the academic staff performance, fostering commitment among individuals (C5678T). In the same way, studies conducted on the subject of employee engagement in public universities also revealed that proper organizational design leads to increased performance in organizations (Khan et al., 2024). Based on these results, this study proposes that analysing the structures of private universities in Nangarhar could provide valuable information on increasing employee output.

Closely related to the abovementioned fact, the requirement for proper organization of the work of the higher education sector is gradually gaining relevance. Research done on efficiency of Australian university concluded that efficiency was high among universities that; had a certain hierarchy in their structure (Ross, 2024). These universities obtained similar educational and research results but at considerably lower cost, which allowed them to reallocate their means for better performance and higher competitiveness. This global perspective is supportive of the quest for enhanced organisational structure arrangements in the private universities in Nangarhar province. In addition, the use of good performance management system has been associated with improved employees' engagement and performance. The study conducted in private sector showed that effective performance management system promotes work engagement that in turn affects task and contextual performance (Osman et al., 2020). Similar methods can be implemented in Nangarhar's private university in the practical environment to improve the performance of academic staff and the effectiveness of an institution.

Therefore, this study can greatly benefit the existing literature as it relates to the examination of organisational structures in higher education, especially in the field of Nangarhar province. Thus, the result

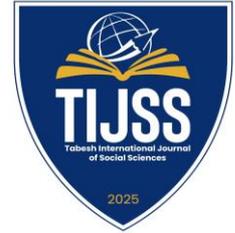


can help in formulating key policies to come up with an efficient and effective private university in the region by identifying structural factors that affects employee's productivity.

2. Literature Review

Organisations have conventionally been classified as functional, divisional and matrix organisations. Mechanistic structures organize people according to their function or work profile and ensure good departmental performance. This structures forms teams based on product, services or geographical area of operations thus enhancing understanding of market needs. Matrix structures contain the features of both functional and divisional structures making resource allocation be both flexible and responsive (SHRM, 2024). Recent years have seen a move toward more flexible, and less bureaucratic, organizational forms such as flat, networked and team-based forms of organisation. These new age buildings are and intended to increase flexibility, creativity and orientation to changes in the environment. For instance, Toyota has deployed devolved structures to enhance safety enhancements to meet market needs across the world (WalkMe, 2023). The topic on the connection between the organizational structure and organizational performance has been of great interest. Analysing the literature, it is stated that there is an optimal level of correspondence between structure and strategy that can enhance organisational performance. This paper confirmed that structural factors; specifically, the degree of specialist and formalization could be instrumental in determining corporate performance, a discovery made when analysing the Nigerian manufacturing firms' study (Egbe, 2024). Organizational structure also plays a role in the learning and knowledge generation within the organisations. Organizing literature evidence indicates that low formalization and high limberness in an organizational structural blueprint enhances organisational learning as opposed to mechanistic structures. This flexibility helps organizations to counter change impacts of environmental fluctuations and engage in incremental improvement (Ahmady et al., 2016).

The adoption of new technologies specific to artificial intelligence is therefore forcing organizations to review their structural arrangements. As opposed to the past where AI had been used to optimize single functions, it has become a fundamental part of most organizations' planning, which requires more flexible and project-based organizational structures. This shift is centred on human-AI partnership in that the dynamics may spawn 'AI-first' ventures with lean talent and capital that use artificial intelligence to achieve scale (Wired, 2024). Structure has been established as having a strong positive relationship with organizational culture. A systematic review demonstrates that cultural support improves structure performance improving on a given structure. On the other hand, culture and structure are misaligned; this factor negatively affects organizational effectiveness (Tandfonline, 2024). Organizational design is not only perimeter to structure because design concerns itself not only with structure but also to processes, the people,



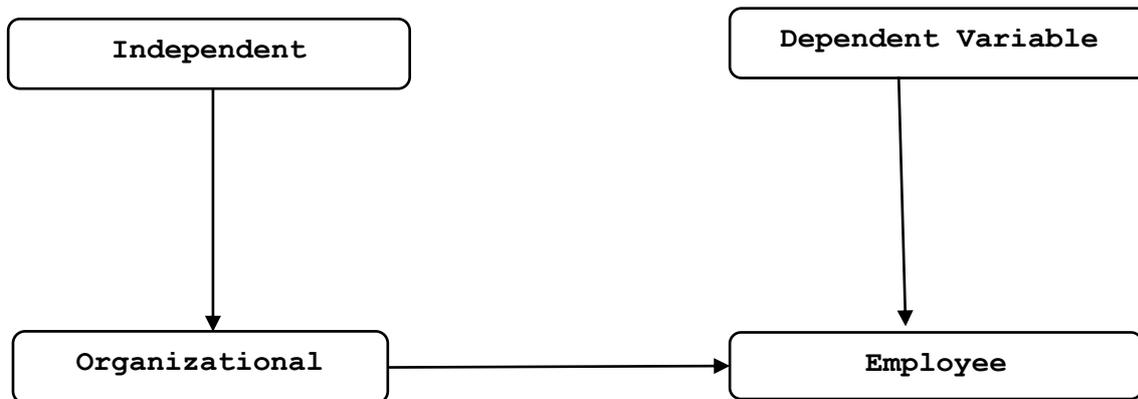
remunerations, and measurements. Integrated approaches to work design mean that each component is integrated to achieve the organizational objectives of the mission and strategy (Sage Journals, 2024).

Training can be said to be an important component for increasing employees' performance. The latest information available with respect to this issue reveals that as many as 31% of the employees are of the opinion that they are receiving ineffectual training at the workplace, alluding to an immense potential for employers to enhance the training regime (Devlin Peck, 2025). The impact of organizational structure as the determinant of employees' productivity, including communication patterns, decision-making, and flow in an organization. Taiwanese structure supports organizational goals in a great way for performance and effectiveness. While a good structure facilitates achievement of organisational goals and objectives efficiently it can on the other hand have a negative effect on work delivery through confusion and low morale among employees (Brackett, 2022). But the multiple level management which is a feature of the hierarchical organization structure may shape productivity depending on how lines of authority and responsibility are drawn. However, when the layers are too many, the result is that officials become many and lead to bureaucratic delays and reduced subordinates' discretion which may reduce productivity (Eze et al., 2017). Decentralized structures push discrete organizational decision-making power to the lower organizational level, involving workers and may positively impact work outcomes. But without coordination, it results in issues or conflicts and hence, distinct and ineffective outcomes. Structuration means the degree to which organisational activities are prescribed by the policies, procedure and rules. While it allows for organization and stability and can increase organizational control over its members' behaviour, it hinders creativity and lower its employees' motivation, leading again to lower productivity (Adekola, 2017).

The future-oriented flexibility in organizations' structure can preserve or increase the productivity even in conditions of increasing environmental volatility. Huge structures may face the problem of change since they cannot flex as required thus resulting in low productivity. It is obvious that some features of an organization affect performance management in a positive way. Operationalization of human resource management theory Some structure characteristics can enhance performance appraisal, but other structures may not enhance it. There is evidence that organizations with structures of innovation can improve on productivity. Promoting innovation may mean that new and better solutions will be found to existing problems; objective and performance will be boosted (Cogendo, 2024).

2.4 Conceptual Framework

Following is the conceptual framework of the study that identify the explanatory and explained variables of the study.



3. Research Methodology

3.1 Research Design

The research methodology of analysing the impacts of organizational structure on employee’s productivity in the private universities of Nangarhar has used quantitative research design because it involves an analysis of numerical data for patterns. The data is collected through structured questionnaires from the employees and with the management’s permission. This makes it easy to quantify items like hierarchical levels or subordination, flow of communication, decision-making, as well as their effectiveness on productivity. Data collected through quantitative approach can be easily replicated and has less measurement error hence ideal for making generalized conclusions (Creswell & Creswell, 2018). The regression analysis is utilised while interpreting the research data to avoid arbitrary or unfair analysis of the results.

3.2 Research Approach

The research method for influencing employee productivity due to organization structure in private universities of Nangarhar has used a deductive research approach. This is suitable because under this approach, the research starts with a paradigm or with postulated hypotheses concerning the nature of the relationship between the organizational structure and the level of productivity of the employees. Thus, deductive research enables a systematic approach to analysing the effects of activity design within an organisational hierarchy, communication, and decision-making on productivity results. This makes this method to offer a sequential flow from theory to observation making the evaluation and testing of the



existing theories to be strong (Saunders et al., 2019). Consequently, following this approach the study hopes to come up with conclusions that are specific and generalized and backed by statistics.

3.3 Population

The population targeted for this study is the employees working in private universities in Nangarhar province. A systematic random sampling method is used for this study. Robison (2001) proposed that the sample size suitable for most research should be greater than 30 and less than 500. Hence the sample size is 120 representatives. The population of the study is the collection of all elements of a specific group or class. The population of a study may include entities, individuals, organizations, event, and cities countries. The basic element or unit of the population for the study is individual /person who is working as an employee with the private universities in Nangarhar province of Afghanistan.

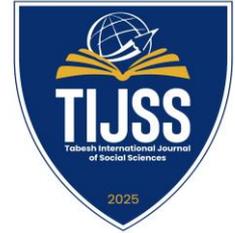
Table 1: Population of the study.

No	University	Employees
1	Khurasan University	70
2	Spinghar Institute of Higher Education	58
3	Al Taqwa Institute of Higher Education	50
4	Tabesh Institute of Higher Education	56
5	Alfalah University	62
6	Rokhan Institute of Higher Education	70
Total		366

3.4 Sampling Design

Due to limited time and access, it was not possible for me to collect the data from all the employees working in the private universities of Nangarhar. This study is conducted on the basis of the sample which is selected from the target population. The simple random sampling technique is adopted for this study. The total sample size of samples is 120 employees which is a manageable and an applicable sample size. The size of the sample is selected based on following formula.

$$= \frac{n_0}{1 + \frac{(n_0 - 1)}{N}} = \frac{176}{1 + \frac{(176 - 1)}{366}} = \frac{176}{1.4781} = 120$$



3.5 Data Analysis

Data analysis in quantitative research requires collaboration with research data to identify patterns and topics involved in answering central research questions (Miles et al., 2014 Vaisamordi, Turin, & Bondas, 2013). Participants' views on the trend are evident from the data analysis (Nasaji, 2015). The main goal of the researcher in data analysis is to explain the data collected by the researcher and its relation to the research question. This study used simple regression to examine the effects of organizational structure on employee productivity in private universities. Besides, this study would also employ the correlation matrix to examine the relationship between the employee productivity and organizational structure.

Table 2: Adopted Questionnaire

Variable	Source	Items
Employee Productivity	Sarros and Santora (2001)	05
Organizational Structure	Petrescu and Simmons (2008)	05

3.6 Instrumentation / Data Collection

As in research strategy it has declared that the current study is survey research where the data for survey is collected by questionnaires. Therefore, the adopted questionnaires are chosen for collection of data from sampling units. There is total two part of the questionnaires, the first questionnaire is for demography that is developed by author of current study, the second part of the questionnaire is an adopted questionnaire that consist of questions regarding the employee's productivity and organizational structure.

3.7 Model Specification

The following model would be estimated for the study.

$$EP = \beta_0 + \beta_1 OS + \epsilon$$

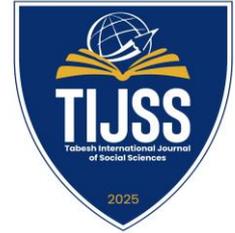
Whereas,

EP = Employee Productivity

OS = Organizational Structure

ϵ = Error Term

EP depicts the employee productivity and OS implies organizational structure. We examined the effects of organizational structure on employee productivity in private universities of Nangarhar province.



4. Results and Discussion

Descriptive Statistics

In the descriptive analysis, all the important features of all the research variables were identified. Maximum, minimum, average and standard deviation are the quantitative summary of all research variables in descriptive analysis. The table of descriptive statistics gives satisfactory results in all variable. Among the two research variables, organizational structure has the average value of 3.58 given the standard deviation by 0.014. Its maximum value is 5, while its minimum value is 1. Identically, the mean value of employee productivity is 2.98 given the standard deviation by 0.052. Its maximum value is 5, while its minimum value is 1.

S. No	Variables	Obs	Mean	Std. Dev	Maximum	Minimum
1	Organizational Structure	120	3.58	0.014	5	1
2	Employee Productivity	120	2.98	0.052	5	1

Source: SPSS Output

4.2 Correlation Matrix

Pearson bivariate correlation coefficient was used in order to establish the degree of correlation that exists between the independent variables organizational structure and employee productivity in private university in Nangarhar province of Afghanistan. According to Singh (2014), it is presumed that the correlation is linear, with the correlation coefficient ranging from -1.0 (a perfect negative correlation) to +1.0 (a perfect positive correlation). The correlation coefficient was calculated so that the strength of the association between the dependent variable and the independent variables could be determined (Haradhan, 2017).

The findings are summarized in following Table, which shows that at the 5% level of significance, independent variables. The study found that organizational structure has a positive significant correlation with the employee productivity in private universities of Nangarhar province. There was a considerable positive link between organizational structure and employee productivity ($r = 0.678$, $P 0.05$). This correlation was extremely significant.



Table 4: Correlation Matrix

		Organizational Structure	Employee Productivity
Organizational Structure	Pearson Correlation Sig. (2-tailed)	1.00	
	N	120	
Employee Productivity	Pearson Correlation Sig. (2-tailed)	.678** .000	1.00
	N	120	120

Source: SPSS Output

4.3 Model Summary

The outcome of the simple regression analysis was used to assess whether or not the dependent variable was affected by the independent or explanatory factors. The tables that follow provide the findings of the simple regression analysis that was carried out.

Table 5: Summary of the Study

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.689	0.474	0.467	0.0687

Source: SPSS Output

R-square is a measurement of how strong the influence of an independent variable is on a dependent variable of the study. This indicates that the total variation in the employee productivity is 47.4 percent due to the organizational structure. The remaining variation is due to other factors that are not included in the model. The adjusted R² showed support for this, coming in at 0.467. This suggests that fluctuations in independent variables account 46.7 percent in case of adding or dropping variable from the model.

Table 6: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	18.52	1	18.52	253.69	.000 ^b
Residual	8.724	118	0.073		
Total	27.244	119			

Source: SPSS Output

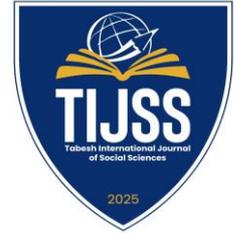
The fact that the independent factors have a substantial influence on the dependent variables is shown by the fact that the above Table has F-statistics value of 253.69 and an f-statistics probability of 0.000. This demonstrates that the model is well fit. In other words, this model truly represents the effects of organizational structure on employee productivity in private universities in Nangarhar province.

4.5 Regression Coefficient

The regression coefficients as well as the significance of the regressions are shown in Table below. According to the findings of the regression, the coefficient of the organizational structure is. 0.215. This suggests that the employee productivity rises by 0.314 units for every unit that the value of organizational structure changes. As a result, it was discovered that organizational structure has a statistically significant influence on the employee productivity in private universities of Nangarhar province. The effect of organizational structure is significant at 5% significance level.

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	.745	.147		3.584	.014
Organizational Structure	.314	.528	.301	2.744	.023

Source: SPSS Output



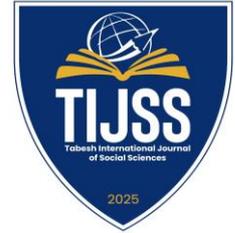
4.6 Discussion of the Study

The conclusion made by the study is extremely sufficient in backing up the statement that, organizational structure has a very significant role in defining the employee productivity levels at the private universities of Nangarhar province. The organizational structure has an average score of ($M = 3.58$, $SD = 0.014$) showing that there is a moderately strong level of structural components, including hierarchy, communication flow and establishment of roles among the various provisions of the institutions. Conversely, a relatively low yet significant level of productivity of the average employee's is demonstrated by the associated score ($M = 2.98$, $SD = 0.052$). The dispersion of the two variables is low indicating that there is some form of congruency among the respondents. The correlation coefficient of 0.678 ($p < 0.05$) is positive and significant, which indicates that the organizational structures that improve, lead to increases in the productivity of the employees. These outcomes agree with those conducted in the past, which stressed the role of well-organized organizational systems in promoting work efficiency (Jones, 2013; Robbins & Coulter, 2016).

Moreover, the study proves that 47.4 percent of the variance in employee's productivity can be observed by the alterations in the structure of the organization using R^2 value. This shows that there is a large effect size and therefore close to half of the productivity results can be linked to the quality of the way organization has been structured. This is reaffirmed by the adjusted R^2 value of 0.467 that shows that despite the fact that other variables are added or excluded, the explanatory ability of the model stands strong. The finding is identical to that by Daft (2015), who said that an effectively designed organizational structure is capable of enhancing performance outcomes due to its ability to minimize ambiguity and increase accountability.

The reliability and the strength of the model utilized in the research are further confirmed by the F-statistic value of 253.69 at a significance level of $p = 0.000$. The actual number of p-value in the analysis is very low and is much lower than the value 0.05; hence, depicting that the relationship is not likely to have arisen due to chance. This is a statistical strength to the soundness of the model in the prediction of the role of organizational structure in enhancing employee output. Indeed, a significant F-test indicated, as it is explained by Field (2013), that the regression model is effective and that the independent variable, or organizational structure in the current case, plays a meaningful role in the prediction of the dependent variable, or employee productivity.

Lastly, the value of the regression coefficient shows that given an increment of 1 unit in the organizational structure score, employee productivity increases by 0.314 units assuming that all other variables are constant. This strengthens the finding that organizational structure has the measurable and statistically significant effect on the productivity levels. The 5% significance level helps to prove that such influence is



not a unique case but can also be trusted in other related environments. The findings reinforce the previous works by Mintzberg (1983) which highlighted the importance of structure as a means of coordination in a given organization as well as the best way of maximizing the output of human resource. Thus, the administrators at universities in Nangarhar ought to reflect on structural elements that need revamping and reinforcement in an attempt to nurture a more productive academic workforce.

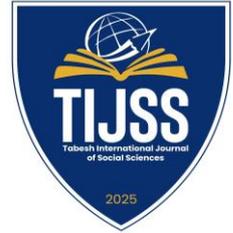
5. Conclusions

This study examines the effects of organizational structure on employee's productivity in private universities of Nangarhar province. The stratified random sampling technique is used for collection of the data from the corresponding respondents. The simple size of the study is 120 employees working with the private universities. The simple regression technique is used to assess the effects of organizational structure on employee productivity.

The findings significantly demonstrate that organizational structure has the average value of 3.58 given the standard deviation by 0.014. Its maximum value is 5, while its minimum value is 1. Identically, the mean value of employee productivity is 2.98 given the standard deviation by 0.052. Its maximum value is 5, while its minimum value is 1. The study found that organizational structure has a positive significant correlation with the employee productivity in private universities of Nangarhar province. There was a considerable positive link between organizational structure and employee productivity ($r = 0.678$, $P 0.05$). This correlation was extremely significant.

The findings further indicate that the total variation in the employee productivity is 47.4 percent due to the organizational structure. The remaining variation is due to other factors that are not included in the model. The adjusted R^2 showed support for this, coming in at 0.467. This suggests that fluctuations in independent variables account 46.7 percent in case of adding or dropping variable from the model.

The results further demonstrate that F-statistics value of 253.69 and an f-statistics probability of 0.000 robustly demonstrate that the overall model is significant. In other words, this demonstrates that the model is well due to its probability is less than 5% fit. In other words, this model truly represents the effects of organizational structure on employee productivity in private universities of Nangarhar province. This suggests that the employee productivity rises by 0.314 units for every unit that the value of organizational structure changes, provided that all other parameters remain the same. As a result, it was discovered that organizational structure has a statistically significant influence on the employee productivity in private universities of Nangarhar province. The effect of organizational structure is significant at 5% significance level.



6. Suggestions and Recommendations

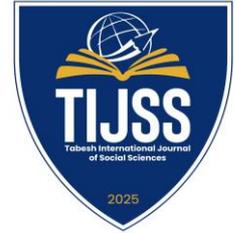
1. Private universities in Nangarhar province must give emphasis on improving the organizational conditions to increase the performances of employees since they have established a direct and positive relationship.
2. Success in university organization should target Organizational behaviour in the following ideas: Assessment and adjustment of organizational structure on the productivity of a university, regular assessment and adjustment of organizational structures facilitate better hierarchy, communication, and role definition.
3. It is suggested that universities should implement more appropriate organisational arrangements establishing steady gratification and constant improvement of organisational performance and productivity among workers.
4. Modern instruments and methods of management should be acquired to establish enhanced methods of the organizations' procedures.
5. Universities should go further and explore the other factors that cause the level of productivity among employees, since an analysis of the organizational structure accounts for only 47.4%.
6. Thus, performance evaluation systems related to the structure of the organization can give clues on the trend as to performances and point to areas that require change.

Conflict of Interest:

All authors express no conflict of interest in any part of the research.

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