

The Impact of Developing the Organizational Structure on the Job Performance of Public Sector Employees

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Abstract

The study aimed to ascertain the influence of organizational structure growth on the job performance of public sector employees in Jordan and West Bank. The research employed a correlational descriptive methodology, with a sample including 249 male and female employees from the public sector. The sample was chosen by a convenience approach, and the study utilized a questionnaire as its instrument. The findings indicated a direct favorable effect of organizational structure enhancement on job performance. The study recommended the Public sector in Jordan and West Bank to persist in refining its organizational structure to align with environmental, economic, and social transformations, thereby ensuring transparency and clarity in responsibilities while enhancing interdepartmental communication mechanisms. Furthermore, it proposed the creation of a specialized unit within the ministry responsible for monitoring developments in global and local organizational structures, evaluating their alignment with the nature of public sector work, and recommending suitable modifications based on a comprehensive analysis of the ministry's requirements.

Keywords: Organizational Structure, Job Performance, Public Service, Public Sector.

Introduction

The organizational structure is acknowledged as important for the efficient flow of operation of the organization because it determines how employees' activities and responsibilities are distributed as a staff member. It seeks to split work, duties, and task responsibilities of members and assigns power by delineating control limits and with authority of the members on the basis of strong scientific axioms to avoid conflicts or co-determining of activities. This allows functional collaboration in organizations among units within organizations (Abu Arar, 2023). At the organizational level of abstraction, the organizational structure

refers to the framework by which various levels of governance arrangements across the company (administrative and administrative level) are designed with the aim of influencing the ability of each level to take decisions regarding how to delegate tasks, make decisions, and share or distribute responsibilities and powers in a specific way. It is well recognized that this framework influences internal operations in a significant way, given a strong organizational structure allows data to flow smoothly between administration levels, reduces authority overlapping and promotes transparency and accountability within the organization (Al-Shammari and Al-Harthi, 2024).

Numerous studies have demonstrated the significance of organizational structure in influencing employees' work performance. Job performance is a crucial metric for assessing the efficiency and effectiveness of employees inside the firm. It encompasses not just the volume of work generated but also the quality, organizational conduct, and professional dedication. Job performance reflects the degree to which an employee's output corresponds with the organization's strategic objectives. Consequently, enhancing performance levels is a priority for both public and private administrations (Abu Khudair, 2025). Job performance is crucial for any company seeking success and advancement; it is the ultimate result of the collective efforts of individuals or the organization, reflecting their stability and efficacy. An organization exhibits more stability and longevity when its employees demonstrate remarkable performance. Consequently, the focus of management and leadership on performance levels reflects not just the abilities and motivations of subordinates but also those of supervisors and leaders. The importance of job performance for the organization is correlated with its life cycle at different stages (Qassem and Qawasem, 2024). The problem of the study and its inquiries:

This study is grounded in classical organizational theory, which emphasizes the significance of an organization's formal structure and design, particularly how this structure influences its processes, efficiency, productivity, and ultimately the administrative performance of its employees.

Government organizations commonly encounter many obstacles that impact their efficiency and effectiveness. The issues include ambiguity in duties and responsibilities, administrative red tape, and inadequate interdepartmental collaboration, resulting in diminished employee productivity and substandard services for citizens. Given these obstacles, the development of the organizational structure is an imperative to optimize job performance and improve employee efficiency. The effect of this development on job performance within the public sector context has not been adequately examined according to the researchers' evaluations of pertinent prior studies. This study aims to address its primary question: What is the effect of enhancing the dimensions of the organizational structure on the job performance of public sector employees

in Jordan and West Bank?

Consequently, the subsequent sub-questions emerge:

- What is the status of the development of the organizational structure inside the Public sector?
- What is the effect of complexity on the job performance of public sector employees in Jordan and West Bank?
- What is the effect of formality on the job performance of public sector employees in Jordan and West Bank?
- What is the effect of power concentration on the job performance of public sector employees in Jordan and West Bank?
- What is the effect of privatization on the job performance of public sector employees in Jordan and West Bank?
- What is the actual job performance of employees in the Public sector?
- The primary hypothesis of the study posits that there is no statistically significant influence at the 0.05 significance level ($\geq \alpha$) of organizational structure development on the work performance of public sector employees in Jordan and West Bank. Consequently, the subsequent sub-hypotheses emerge:
 - There is no statistically significant influence at the 0.05 significance level ($\alpha \geq 0.05$) of complexity on the work performance of public sector employees in Jordan and West Bank.
 - At the 0.05 significance level ($\geq \alpha$), formality does not exert a statistically significant effect on the job performance of public sector employees in Jordan and West Bank.
 - No statistically significant influence exists at the 0.05 significance level (α) on the job performance of public sector employees in Jordan and West Bank.
 - There is no statistically significant effect at the 0.05 significance level ($\alpha \geq 0.05$) of allocation on the work performance of public sector employees in Jordan and West Bank.

Objectives of the study:

- The primary objective of this study is to ascertain the influence of organizational structure development on the job performance of public sector employees in Jordan and West Bank. The primary objective subdivides into the subsequent sub-objectives:
 - Comprehending the actualities of organizational structure evolution inside the Public sector.
 - Analyzing the influence of complexity on the job performance of public sector employees in Jordan and West Bank.

- Assessing the influence of formality on the job performance of public sector employees in Jordan and West Bank.
- Assessing the influence of power concentration on the job performance of public sector employees in Jordan and West Bank.
- Assessing the effects of privatization on the job performance of public sector employees in Jordan and West Bank.
- Comprehending the actual job performance of employees at the public sector.

The concept of organizational structure:

The organizational structure is characterized as "the formal framework through which work is divided and allocated among individuals and units within the organization, as well as delineating the relationships between them, including the distribution of authority and responsibilities to efficiently achieve organizational objectives" (Judge & Robbins, 2017). It is characterized as "a framework of formal relationships that dictates the organization of activities within the entity, encompassing the division of labor, allocation of authority, and mechanisms for coordination and supervision, with the objective of ensuring efficiency and effectiveness in attaining strategic goals" (Martin, 2001).

In addition, the organizational structure is a crucial axis that garners considerable attention from researchers and practitioners. A multitude of studies has concentrated on examining the diverse aspects of organizational structure and assessing its effects on both individual and institutional performance. The organizational structure is regarded as a crucial instrument that aids in attaining the organization's objectives by facilitating effective decision-making by management, formulating cohesive strategic plans, and ensuring optimal use of available human resources (Allawi, 2017).

The organizational structure profoundly influences the behavior of individuals and groups within organizations, as the division of labor and task allocation, which entails assigning specific responsibilities and expectations to individuals, can either enhance job satisfaction or result in dissatisfaction that adversely affects employee morale. Thus, this issue will either enhance or detract from the organization's overall performance and productivity (Saleh, 2017).

The organizational structure serves as the foundational pillar of contemporary organizations. It is a systematic framework that delineates the relationships between units and individuals within the organization, elucidating authorities and responsibilities in a clear and structured manner. This aids in optimizing workflow and allocating people and material resources effectively. It ensures the integration and coherence of diverse organizational activities, resulting in improved efficiency of internal operations and more successfully attaining the organization's overarching objectives. In the absence of a definitive

organizational structure, the processes of planning, organizing, directing, and controlling cannot execute their functions effectively, resulting in a disjointed array of individual efforts that undermine the organization's capacity to confront environmental challenges (Shukr and Abd al-Samad, 2025).

Furthermore, the organizational structure's role extends beyond merely organizing formal relationships; it also shapes the organization's culture, fosters shared values among employees, and enhances internal communication while facilitating the flow of information across various levels. Consequently, it is essential in fostering a constructive work atmosphere that inspires employees to exhibit institutional dedication and organizational loyalty. The organizational structure is a crucial factor in assessing the organization's adaptability to external changes, like technology, market dynamics, legislation, or competition. An adaptable and inventive framework enables the firm to respond to these changes swiftly and effectively, but a conventional structure may impede this adaptability (Shira, 2024).

Dimensions of the organizational structure:

The dimensions of organizational structure are critical components that facilitate comprehension of how organizations are formed and arranged to accomplish their objectives efficiently and effectively. The dimensions encompass complexity, formalization, centralization, and specialization, with each dimension representing a distinct facet of the entity's internal organization (Al-Fara and Al-Louh, 2007; Amari, 2016), as detailed below:

Complexity arises from several departments, divisions, and management tiers, resulting in a heightened necessity for coordination and integration across various units. As complexity escalates, activities become more convoluted, necessitating greater effort to maintain coherence among the diverse components of the organization.

Formality denotes the extent to which written and documented rules and procedures dictate individual conduct within the organization. Formality is crucial for guaranteeing clarity and consistency in operational processes, as written norms and regulations diminish uncertainty and enhance organizational efficiency. Nonetheless, heightened formality may result in inflexibility in procedures and a reduction in the degree of innovation.

Concentration of authority pertains to the degree to which authority is centralized at specific levels within the organizational hierarchy. Concentration of authority within a limited number of individuals results in centralized decision-making. Conversely, the allocation of authority confers greater autonomy to subordinate levels in decision-making. The centralization of authority directly influences the organization's adaptability and its reaction to environmental shifts.

Allocation denotes the extent of labor division among persons and departments according to their talents and expertise. The objective of specialization is to enhance efficiency by allocating tasks to those who possess the highest competence in executing them. Increased specialization may result in work fragmentation and diminished collaboration among various units.

The researchers determined that the four dimensions—complexity, formalization, centralization of authority, and allocation—will be utilized in this study as aspects of organizational structure, as they are the most significant and frequently employed dimensions in numerous relevant studies.

Job performance:

Job performance is the capacity to convert inputs into outputs that facilitate the attainment of organizational objectives within a designated timeframe, whether through individual or collective efforts. The assessment of outcomes and the practical implementation of accomplishments, whether immediate or periodic, within the context of work plans is also included (Al-Jandali, 2015). Performance is defined as the output produced by an employee during job activities, representing the goals and objectives the organization seeks to accomplish within a designated timeframe. Job performance is a deliberate endeavor to convert resources (inputs) into outcomes (outputs), resulting from the interplay between individuals' internal dynamics and their external environment (Al-Harasha, 2011).

Job performance denotes the degree to which an individual fulfills the responsibilities assigned to them within their professional role, indicating their effectiveness in meeting the job's criteria. Performance is evaluated according to the outcomes attained (Miftahi, 2024). The notion of performance encompasses various interpretations, including completion or delivery, wherein "performed" signifies that an action was undertaken or done. It may also denote ambulating at a moderate velocity, neither rapid nor sluggish, or presenting a testimony or transferring something to its appropriate recipient (Al-Harasha, 2011; Al-Froukh, 2010).

Performance pertains to an individual's involvement in the diverse activities and tasks that comprise their work, with three primary elements of performance identifiable. The first dimension pertains to the magnitude of effort performed, indicating the volume of physical or mental energy that individual expends within a designated timeframe. Metrics that evaluate the velocity or volume of performance during a specified timeframe are employed to illustrate the quantitative dimension of expended energy. The second dimension pertains to the quality linked to the effort applied, emphasizing the caliber of performance in some jobs that prioritize quality and excellence over speed or quantity of output. This criterion includes metrics that evaluate the extent of

compliance of the result with the specified requirements, its accuracy, as well as the degree of innovation and creativity in execution. The third dimension pertains to performance style, denoting the manner or approach by which labor activities are executed. It is feasible to quantify the sequence in which an individual executes specific movements or activities, or a combination thereof, when the task is predominantly physical. It is feasible to evaluate the methodology employed to get solutions or decisions for a certain issue, or the strategy adopted in executing research or study (Sultan, 2004).

Previous Studies

This study by Abu Khudair (2025) aimed to determine the impact of organizational structure on employee job performance at the General Administration of the Republican Bank head office in Libya. The sample size of the study population was 230 employees in general administration, whereby a stratified random sample was selected to ensure an inclusive representation of the population. Using a descriptive analytical approach the research showed that the existing organisational structure matches the performance requirements of the examined bank. Furthermore, the results also confirmed a statistically significant association between the structure of the organization and job performance of employees in this branch of general administration at a bank. The study by Al-Shammari and Al-Harithi (2024) examined the organizational structure and performance and the implications for these two aspects of performance in the context of elite division football clubs in the Kingdom of Saudi Arabia. The sample included 127 members of the administrative staff and board of those clubs. Data collection was carried out using two instruments used by the researchers: organizational structure questionnaire, and organizational performance questionnaire. The findings showed an elevated organizational structure of first division league clubs (mean score 4.13). Formality is first, followed by specialization, complexity, and finally centralization—the hierarchy of the dimensions of the organizational structure.

Results suggested that there was a strong organizational effectiveness score of around 4.15. The dimensions of organizational success were ranked as follows: learning and growth, customer, internal processes, and financial performance. The results indicated a robust, significant, and positive correlation between the dimensions of organizational structure and the various dimensions of organizational performance, with a correlation coefficient of 0.80 between the overall scores of both constructs, signifying a clear relationship between them.

Behaz and Hattat (2023) conducted a study to assess the direct and indirect effects of organizational structure on job performance, based on the perspectives of employees in the Directorate of Operations in Ghardaia, part of the Algerian Telecommunications Company. The study also considered

communication as a mediating variable influencing the relationship between organizational structure and job performance. To achieve this objective, a descriptive method was employed, with a study sample comprising 60 employees. The findings indicate that organizational structure does not directly influence job performance, but it does have a direct effect on communication. The organizational structure indirectly influences job performance through communication, which fully mediates the relationship between the two variables.

Study population and study sample

The study population comprised public sector employees within the public sector in Jordan and West Bank, including those at the ministry headquarters and various directorates across public sector, totaling 700 employees as determined through the researcher's correspondence with the ministry's human resources department in 2025. The study sample comprised 249 male and female employees in the public sector at the public sector in Jordan and West Bank, representing 35.5% of the studied population. The sample size was established according to the Krejcie and Morgan table (1970), which delineates the suitable sample size for specific population levels. The sample participants were chosen by basic convenience sampling.

Results of the study data analysis. Table (1) below shows the demographic characteristics of the sample

Table 1: Distribution of the study sample according to the variables

Fields	Variable	Number	Percentage
Gender	Male	208	83.5
	Female	41	16.5
Job	General manager	26	10.4
	Department director	60	24.1
	Head of department	72	28.9
	Employee	91	36.5
Educational qualification	Diploma	53	21.3
	Bachelor	161	64.7
	Master	34	13.7
	PhD	1	0.4
Years of experience	Lessthan5years	51	20.5
	5-10years	71	28.5
	Morethan10years	127	51
Workplace	Ministry headquarter	79	31.7
	Ministry directorates	170	68.3

Evaluating the study variables

Independent variable: Development of organizational structure

This variable was examined by addressing the sub-research question: What is the actual state of organizational structure growth within the Public sector? The outcomes pertaining to this variable are encapsulated in Table No. (2).

Table 2: Means, standard deviations, and percentages of the organizational structure development scale for public sector employees in Jordan and West Bank

Number of dimensions	Dimensions	The arithmetic mean	S.D	%	Degree
1	Complexity	3.90	0.54	78%	High
1	Authority concentration	3.77	0.65	75%	High
3	Formality	3.71	0.68	74%	High
4	Allocation	3.46	0.74	96%	High
Total degree (Organizational structure)		3.71	0.56	74%	High

Table (1) indicates that the development level of organizational structure for public sector employees in Jordan and West Bank is high, with a mean of 3.71 and a standard deviation of 0.56. The most notable domain was complexity, with an average of 3.90.

The subsequent sections will examine each of the four dimensions of the organizational structure as outlined below:

The initial dimension: complexity, with results presented in Table (3).

Table 3: Averages, standard deviations, and percentages of the difficulty scale items

No	Paragraph	Mean	S.D	%	Degree
5	The organizational structure elucidates the responsibilities within the ministry	4.02	0.79	80%	High
4	The ministry's organizational structure requires modification to enhance operational efficiency.	4.00	0.85	80%	High
2	The existing organizational framework delineates the accountability for communication among various administrative tiers.	3.96	0.70	79%	High
3	The ministry's organizational structure is defined by the multitude of administrative divisions distributed throughout Jordan and West Bank.	3.84	0.86	77%.	High
1	Modifications in the organizational structure	3.69	1.03	74%	High

	augment the complexity of the tasks.				
Total degree		3.90	0.54	78%	High

Table (3) indicates that the mean total score for the complexity scale was (3.90), with a standard deviation of (0.54), reflecting a high level. The top item was item number 5, with an average of 4.02 and a percentage of 80%.

The second dimension: formality, with findings displayed in Table 4.

Table 4: Averages, standard deviations, and percentages of the items on the formality scale

No	Paragraph	Mean	S.D	%	Degree
1	The organizational structure enables the efficient establishment of work teams	3.99	0.81	80%	High
4	The ministry adheres to the requisite regulations, statutes, and protocols to govern employee conduct	3.82	0.93	76%	High
2	The activities within the ministry are marked by a formal tone	3.72	0.80	74%	High
5	The ministry's operations are defined by a collaborative work approach	3.62	0.93	73%	High
3	The transaction can be finalized within the ministry without necessitating referral to the official administrative tiers	3.39	1.09	68%	Medium
Total degree		3.71	0.68	74%	High

Table (4) indicates that the average total score for the level of formality is (3.71), with a standard deviation of (0.68), signifying a high level. The top item was item number one, with an average of 3.99.

The third dimension: Concentration of power, with results presented in Table (5).

Table 5: Averages, standard deviations, and item percentages on the degree of power concentration

No	Paragraph	mean	S.D	%	Degree
2	The institution's organizational structure is defined by hierarchical administrative communications	3.85	0.83	77%	High
1	The ministry's organizational structure is defined by centralized operations	3.82	0.89	77%	High
4	Regular reports are consistently submitted to the superior authorities	3.79	0.92	76%	High
5	The ministry's organizational structure enables	3.76	0.90	75%	High

	effective delegation of tasks			.	
3	Routine choices are executed autonomously to facilitate workflow efficiency.	3.63	1.00	73%	High
Total degree		3.77	0.65	75%	High

Table (5) indicates that the mean total score for the degree of power concentration attained is (3.77), with a standard deviation of (0.65), categorized as high. The highest item was item number 2, with an arithmetic mean of 3.85. The fourth dimension: allocation; the results are presented in Table 6.

Table 6: Means, standard deviations, and percentages of allocation level items

Order	No	Paragraph	mean	S.D	%	Degree
1	3	Specific responsibilities arise from the split of roles and tasks.	3.71	0.83	74%	High
2	2	Executing many tasks within this ministry is currently challenging.	3.63	0.86	73%	High
3	4	Specialized training programs exist for the employees in the ministry.	3.46	1.11	69%	High
4	1	The ministry focuses on stabilizing employees within their respective professions.	3.29	1.15	66%	High
5	5	The ministry recruits persons with expertise relevant to their field.	3.23	1.19	65%	Medium
Total degree			3.46	0.74	69%	High

Table (6) indicates that the mean total score for the allocation level is (3.46), with a standard deviation of (0.74), categorized as high. The highest item was item number three, with an average of 3.71.

Dependent variable: Occupational performance. This variable was examined through the sub-research question: What is the reality of job performance for employees in the Public sector? The arithmetic means, standard deviations, relative weights, and rankings of responses from public sector employees in Jordan and West Bank regarding the job performance scale were computed, as illustrated in Table (7).

Table 7: Arithmetic means, standard deviations, and percentages of the work performance scale organized in increasing order

No	Paragraph	mean	S.D	%	Degree
13	I have the capability to adeptly address issues in the workplace and devise solutions for them.	4.12	0.75	82%	High
6	I have the capability to adeptly manage the issues that emerge in the workplace.	4.05	0.80	81%	High
9	I effectively contribute to the attainment of the organization's objectives.	4.00	0.78	80%	High
12	I believe that transparent communication with supervisors enhances job effectiveness.	3.94	0.88	79%	High
11	I gain from professional development to improve job effectiveness.	3.90	0.85	78%	High
8	I believe that transparent communication with coworkers enhances job performance	3.88	0.96	78%	High
7	I perceive a gradual enhancement in job performance over time.	3.84	0.98	77%	High
10	I gain from vocational training to improve job performance.	3.82	0.89	76%	High
14	I am content with the quality of my work performance.	3.80	0.95	76%	High
2	I derive advantages from the feedback provided by colleagues concerning performance.	3.76	0.84	75%	High
1	I consistently attain the established objectives at work.	3.66	0.94	73%	High
3	I struggle to manage time efficiently.	3.15	1.07	63%	Medium
5	I struggle to maintain equilibrium between my professional and personal life	3.13	1.10	63%	Medium
4	I feel adequately motivated at work.	3.08	1.19	62%	Medium
Total degree (employment performance)		3.72	0.57	69%	High

Table (7) indicates a high level of work performance, with a mean of 3.72 and a standard deviation of 0.57, corresponding to a rate of 74%. The most significant item was item number (13) with a mean of (4.12).

Evaluating the study hypothesis: There is no statistically significant influence at the 0.05 significance level ($\geq \alpha$) of organizational structure growth on the work performance of public sector employees in Jordan and West Bank. Consequently, the subsequent sub-hypotheses emerge:

At the 0.05 significance level ($\geq \alpha$), complexity does not exert a statistically significant effect on the work performance of public sector employees in Jordan

and West Bank. At the 0.05 significance level ($\alpha \geq 0.05$), complexity does not exert a statistically significant effect on the work performance of public sector employees in Jordan and West Bank.

At the 0.05 significance level ($\geq \alpha$), formality does not exert a statistically significant effect on the job performance of public sector employees in Jordan and West Bank. At the 0.05 significance level ($\alpha \geq 0.05$), formality does not exert a statistically significant effect on the job performance of public sector employees in Jordan and West Bank.

At the 0.05 significance level ($\geq \alpha$), there is no statistically significant effect of centralization of power on the job performance of public sector employees in Jordan and West Bank. No statistically significant influence exists at the 0.05 significance level (α) on the job performance of public sector employees in Jordan and West Bank.

There is no statistically significant effect at the 0.05 significance level ($\geq \alpha$) of allocation on the work performance of public sector employees in Jordan and West Bank. There is no statistically significant effect at the 0.05 significance level ($\geq \alpha$) of allocation on the work performance of public sector employees in Jordan and West Bank.

To validate the initial four hypotheses, the direct path approach was employed to analyze the relationship between the independent and dependent variables, utilizing Smart PLS software, as illustrated in the subsequent figure:

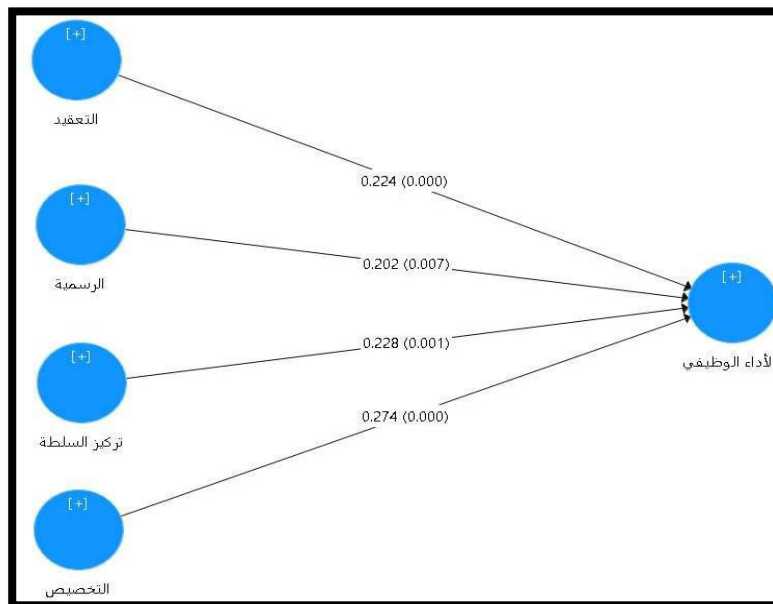


Figure 1: The impact of complexity, formality, centralization of authority, and specialization on job performance

Table 8: Outcomes of the direct path analysis of the variables of complexity, formality, power concentration, and allocation (organizational structure) on job performance

	Original Sample (O)	Sample Mean (M)	S.D	T Statistics	P Values
Allocation->Job Performance	0.274	0.275	0.073	3.751	0.000
Complexity->Job performance	0.224	0.221	0.059	3.803	0.000
Formality->Job performance	0.202	0.203	0.075	2.686	0.007
Authority of concentration-> job performance	0.228	0.23	0.068	0.344	0.001
Organizational structure->Job performance	0.799	0.801	0.027	29.718	0.000

The table indicates a direct positive impact of organizational structure development on job performance, evidenced by a β value of 0.799, a T value of 29.781, and a significance level of 0.000. Consequently, the hypothesis positing no direct influence of organizational structure growth on job performance was dismissed.

The initial hypothesis posits that complexity does not exert a statistically significant effect on the job performance of public sector employees in Jordan and West Bank at the significance level $(0.05) > \alpha$. The table indicates a direct positive correlation between complexity and job performance, evidenced by a β value of 0.224, a T value of 3.803, and a significance level of 0.000. Consequently, the hypothesis positing no direct impact of complexity on work performance was dismissed.

The second hypothesis posits that there is no statistically significant effect at the 0.05 significance level $(\geq \alpha)$ of formality on the job performance of public sector employees in Jordan and West Bank. The table indicates a direct positive correlation between formality and job performance, evidenced by a β value of 0.202, a T value of 2.686, and a significance level of 0.007. Consequently, the hypothesis asserting no direct impact of formality on job performance was dismissed. The third hypothesis posits that there is no statistically significant effect at the significance level $(0.05) \geq \alpha$ on the work performance of public

sector employees in Jordan and West Bank attributable to the centralization of authority.

The third hypothesis posits that there is no statistically significant effect at the significance level $(0.05) > \alpha$ of power concentration on the work performance of public sector employees in Jordan and West Bank.

The table indicates a direct positive correlation between power concentration and job performance, with $\beta=0.228$, $T=3.344$, and a significance level of 0.001. Consequently, the hypothesis asserting no direct impact of power concentration on job performance was dismissed.

The fourth hypothesis: There is no statistically significant influence at the significance level $(0.05) \geq \alpha$ on the work performance of public sector employees in Jordan and West Bank. As shown in the table, a direct positive impact of allocation on work performance is presented with a β value of 0.274, a T value of 3.571, and a significance level of 0.000. The hypothesis which proposed no direct effect of allocation on work performance was thus rejected.

Discussion of the study results

- This study was performed and showed that employee job performance was positively influenced by the structure development of the Public sector. The importance of structural development in motivating employees, improving the work environment, enhancing administrative efficiency — all relevant studies agree on this finding. Such as Abu Khdeir's study (2025) found a statistically significant association between the organizational structure and job performance. The study, conducted by the researchers, says that the structural development of the Public sector in Jordan and West Bank, reflected in the reorganization of departments and lines of authority and lines of communication, has significantly enhanced the work environment and delineated responsibilities. It reduces job overlap, encourages transparency, makes decisions better, and enhances performance by the employees. Typically, we see the process of restructuring of the organization alongside improvements in digital infrastructure, administrative systems and new training programs and leads to better job performance.
- The analysis found the complexity of the structure of the Public sector positively impacted the job performance of its employees. This aligns with many studies that found increased organizational tiers and specialized units of work help draw clearer boundaries of tasks and ultimately facilitate enhanced administrative efficiency. Abu Arar's (2023) investigation proved that administrative division led to better performance. According to the researchers the convoluted structure of the Public sector in Jordan and West Bank is not at all a harbinger of malign bureaucratic entanglement though is evidence that it is a carefully planned environment wherein to manage tasks

properly, task and task assignments are executed efficiently. The transport industry requires numerous units of different functionalities, from traffic to vehicles, from infrastructure to public transport, all of which must be individually managed and developed. That is, it increases intricacy, yet it enhances the efficiency of operation. The spread of organizational levels and sub-units has also provided the opportunity to clearly delineate communication and authority, hence increasing work performance.

- 3-The results showed that the levels of formality in the organizational structure were positively related to job performance. This result indicates that job performance was positively influenced by the high formality within the Public sector in Jordan and West Bank and is consistent with Abu Arar's study (2023), who recognized "formality" as the principal factor influencing administrative performance from the perspective of educational professionals. Formality will also serve as a good reference for managing employee behavior and delineating methods of work performance especially in executive and organizational ministries such as the Ministry of Transport, according to the researchers. Legislation, regulations, and formal procedures provide transparency and accountability as well as minimize subjective or non-systematic practices, all making performance enhancement enhanced. What's more, the presence of explicit policies reduces task uncertainty and enhances employees' belief in their own abilities and performance.
- The study findings confirmed the positive relationship which the concentration of power and decision-making at the upper administrative level (centralization) held on job performance, which contradicted some research studies that show the importance of decentralization, yet corroborated Abu Aarar's (2023) research, which indicates the role of decision-making authority hierarchy in improving performance. This indicates that the centralization of decision-making in the public sector context—especially the executive ministries (in this case, transportation)—may be requisite and therefore vital for getting decisions made in a coherent fashion and with speed. Centralization mitigates order conflicts, prevents priority dispersion, and enhances control and oversight, so positively impacting performance. Moreover, designating a singular body for decision-making minimizes the likelihood of delays or inconsistencies in policies and procedures.
- The findings indicated that job specialization within the Public sector in Jordan and West Bank positively influences work performance. The researchers assert that specialization is a crucial factor in enhancing performance, as it augments individual skills and boosts production. The Ministry of transit and Communications encompasses diverse sectors, including traffic, public transit, and infrastructure; thus, employing

specialists in each domain enhances the accuracy and efficiency of services rendered. A specialist employee possesses a profound comprehension of the laws and regulations pertinent to their domain, hence executing their responsibilities with enhanced accuracy.

Conclusion:

According to the prior findings of the researcher, the subsequent significant conclusions can be documented:

- The enhancement of the organizational framework of the Public sector positively influences the job performance of its employees.
- The restructuring of the Public sector in Jordan and West Bank, whether through departmental reorganization or the refinement of lines of authority and communication, substantially enhances the work environment, delineates responsibilities, minimizes functional redundancy, augments transparency, and improves the decision-making process, thereby positively impacting employee performance.
- The evolution of the organizational structure frequently entails enhancements in digital infrastructure, revisions to administrative systems, and the implementation of new training programs, all of which augment work performance.
- The complexity of the Public sector' structure positively influences job performance by facilitating job specialization and clearly defining tasks for each employee, thereby enhancing efficiency and minimizing organizational ambiguity. The results suggest that such ordered complexity has supported the specification of explicit competencies, increased professionalism, and communication between work teams, with consequent positive results for achievement.
- An appropriate degree of formality of the organizational structure helped to increase discipline and compliance with processes so that the individual was able to perform at a higher level of work, and increased performance in government entities, especially those that necessitate stringent operational supervision. The research found that more formality contributed to transparency, structured workflow, and lower incidents of prejudice or bias, thereby allowing employees to trust work systems and improve.
- Results suggested that centralization positively improved job performance with respect to strategic planning and executive oversight. Focusing on a few key areas meant that decisions could be made more cohesively, priorities avoided dispersion, and there was alignment between the central plans and the local implementation of key functions that in turn funneled resources towards specific strategic goals.

Recommendations:

- The establishment of a specialized unit within the ministry is proposed, responsible for monitoring and analyzing global and local organizational structures, evaluating their compatibility with public sector work, and recommending suitable amendments based on a comprehensive analysis of the ministry's requirements.
- The researchers advocate for a balance between centralizing authority and decision-making at the central level while delegating certain powers to local administrative units, aiming to expedite progress and ensure an effective response to the needs of citizens across various governorates.
- Activating electronic systems in the management of administrative operations and ministry services is crucial for minimizing bureaucracy, enhancing efficiency, and boosting service quality.
- It is advisable to implement ongoing training programs that encompass both fundamental and specialized abilities, alongside instructing employees on managing new organizational reforms and fostering a constructive attitude towards change.
- In order to create a well-run development process, employees must be in the planning and implementation stages as this promotes their acceptance of change and results in better outcomes.
- Consideration should be given to some formal and regulatory procedures in order to develop their flexibility with the least possible conflict or threat to the control and monitoring mechanisms, preventing these from becoming bureaucratic overkill and limiting invention or reformation.
- The psychological aspects of work satisfaction, intrinsic motivation, and organizational commitment must be analyzed in the future for the examination of employee relations towards organizational changes.
- Future research should investigate the level of employee involvement with the process of structural development and its effects on job performance in various settings, such as other ministries or private organizations.

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