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Organizational Structure and Employee Resilience in Public Universities in Anambra State, Nigeria

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ABSTRACT: This work investigated the relationship between organizational structure and employee resilience in public universities in Anambra State, Nigeria. Specifically the study examined the relationship between nature of formalization and employee agility; chain of command and employee responsiveness and departmentalization and employee adaptability of public universities in Anambra State. This study was anchored on Contingency Theory and Goal Setting theory. Correlation research design was adopted. The study was carried out in Anambra State, Nigeria. The population of the study comprised 25800 academic and non- academic staff of the public Universities in Anambra State, Nigeria. The statistical formula devised by Godden (2004) was employed to determine a sample size of 587. The instrument used for the study was questionnaire. Pearson Product-Moment Correlation analysis was applied to determine the relationship between organizational structure and employee resilience of public universities in Anambra State, Nigeria. The result showed that nature of formalization had a significant relationship with employee agility of public universities in Anambra State, Nigeria ($r = 0.869$, $p=0.000<0.05$). Departmentalization had a significant relationship with employee adaptability of public universities in Anambra State ($r = 0.813$, $p=0.000<0.05$). Span of control had a significant positive correlation with employee resourcefulness in public universities in Anambra State, Nigeria ($r = 0.813$, $p=0.000<0.05$). The study concluded that organizational structure had a positive significant relationship with employee resilience in public universities in Anambra State, Nigeria. The study recommended that public universities should adjust the size of their structure and make it formalized and standardized in order to increase employee flexibility. Management of public universities should use decentralization as a dimension of organizational structure to restructure their organization.

Keywords: Nature of Formalization, Chain of Command, Departmentalization, Employee Agility; Employee Responsiveness and Employee Adaptability

INTRODUCTION

Employee resilience is crucial for organizational performance in Nigeria's manufacturing sector. Studies show that resilient employees are better equipped to handle challenges and uncertainties, leading to improved organizational performance. Factors like organizational structure, mentoring, and a positive work environment play significant roles in fostering employee resilience and, consequently, enhancing organizational effectiveness (Zhu, Zhang, & Shen, 2019). Nevertheless, employee resilience is

associated with the ability of an employee to adapt to organizational changes as a result of external shocks such as uncertainties, economic recession, and covid-19 pandemic to mention but a few. In line with the above, the changes that disrupted organizational activities may also affect its structure thereby prompting managers to modify, adjust or reengineer the reporting relationships in the organization. This is where employee resilience comes to play.

As organizations set their priorities right in terms of changes that may be triggered by external work environment that managers has little or no absolute control. Thus, in order to avert these environmental crises, managers and top management executives strategize oftentimes to mitigate environmental turbulences or disruptions that may alter organizational structure and strategic plan through employee resilience (Kim, 2020). Employees that received training on resilience are proactive and aware of factors that are likely to disrupt the organization (Hartwig, Clarke, Johnson, & Willis, 2020; Zhu et al., 2019). It is based on the above contention that Zhu et al., (2019) opined that employee adaptability to withstand unforeseen circumstances will go a long way to mitigate further uncontrollable adversaries the affect organizational structure.

Organizational structure divides the entire organization into distinct parts, functions and defines the relationships among the various teams. Organization structure defines who has responsibility for what roles as well as documenting the reporting lines within the organization. The organization structure defines the chain of command and resources accountability. Designing the structure of an organization goes beyond the definition of the relationships among the parts, but also shows the resources and systems needed to support productivity within the organization. The appropriate structure should therefore facilitate proper coordination of organizational processes to achieve the set goals of the organization (Mansoor, Aslam, Barbu, Capusneanu & Lodhi 2022).

Organizational structure is therefore a critical component that drives organizational success. Ashkenas, Ulrich and Jick (2022) posited that organizational structure is used by various firms as a control mechanism to affect employee work outcomes, to ensure that the required tasks are performed effectively and efficiently, and to assist the attainment of organizational goals and objectives. Organizational structure defines the scope of behaviour within an organization, its lines of authority, accountability and to some extent, the organization's relationship with its external environment. It shows the pattern of relationship with jobs within an organization (Bucic & Gudergan, 2020).

Organizational structure determines the pattern of communication as well as the formal lines of interaction between individuals within organizations. A good structure nevertheless does not by itself produce expected employee productivity. Hence, a structure of an organization affects not only employee productivity but the overall organizational productivity and efficiency of organization. Poor organization structure aids poor productivity irrespective of the ability of the manager. The major challenge for managers and scholars therefore is finding the best organizational structure which enhances optimal employee productivity. Organization structure as the prescribed pattern of work-related behaviour, deliberately established for the accomplishment of organizational goals is believed to affect.

However, studies have established that efficient and effective performance depend on the designing and adoption of a fitting structure

by the organization, in other words, no effective and efficient organization if the structure of the organization does not support the people who work within the system that provide the key element to determine its success. The essence of this study is to determine whether adopting appropriate structure is one of the critical success factors that supports those firms that are performing well in the sector and the extent to which appropriate structure has help the productivity of the organization.

Nigeria has been experiencing turbulent times with regard to its organizational practices and this has resulted in declining profits in the manufacturing sector of the economy. Statistics from World Bank show that Nigerian manufacturers of large scale firms have registered stagnation and declining profits for the last five years due to a turbulent operating environment. It is estimated that large manufacturing companies have lost 70 per cent of their market share in west Africa largely attributed to contingencies

In 2014, manufacturing sector in Nigeria contributed barely 10% to the GDP which represented 3.4 per cent growth to Naria 537.3 Billion indicating a decline from the previous year 2013 where it had reported a 5.6 per cent growth mainly due to a challenging operating environment like high employee learnings.

Many large organizations have relocated or restructured their operations, opting to serve the local market through importing from low-cost manufacturing industries resulting in job losses, turbulent operating environment and high operating costs. This is an indication that many university in Nigeria are experiencing performance challenges with many reporting profit warnings due to challenges in the operating environment.

The manufacturing sector in Nigeria has a huge untapped potential contribution to employee and productivity if the challenges facing this sector are not properly addressed The essence of this study is to determine whether adopting appropriate structure is one of the critical success factors that supports employee productivity of those manufacturing firms that are not performing well in the sector and the extent to which appropriate structure has help the performance of its employee productivity. It's against this background the study seek to investigate the effect of organization structure on employee resilience in public universities in Anambra State, Nigeria.

Objectives of the Study

The broad objective of this study is to investigate the relationship between organizational structure and employee resilience in public universities in Anambra State. Specifically, the study seek to:

1. Examine the relationship between nature of formalization and employee agility of public universities in Anambra state.
2. Investigate the relationship between chain of command and employee responsiveness of public universities in Anambra State
3. Determine the extent relationship between departmentalization and employee adaptability of public universities in Anambra State.

LITERATURE REVIEW

Conceptual Review

Organization Structure

Organizational Structure is difficult to define due to its varying applications by managers and scholars across disciplines. However, a breakdown of the concept based on this context would be of help to us. Thus, structure in one sense is the arrangement of duties for the work to be done and this is best represented by the

organization chart (Coase, 2020). Structure is also defined as the architecture of business competence, leadership, talent, functional relationships and arrangement (Cyert, 2020). Furthermore, organizational structure can be defined as how job tasks are formally divided, grouped, and coordinated (Dalton & Brown, 2021). Organization structure indicates an enduring configuration of tasks and activities. In other words, organizational structure is a set of methods through which, the organization is divided into distinct tasks and then create a harmony between different duties.

Organizational structure deals with the formal system of task and reporting relationships that controls, coordinates, and motivates employees so that they cooperate to achieve an organization's goal. It consists of job positions, their relationships to each other and accountabilities for the process and sub-process deliverables (Daniel, 2019). Organizational structure is a way responsibility and power are allocated, and work procedures are carried out, among organizational members. The most important components of organizational structure include formalization, centralization, and control (David, & Young 2019). Organization structure affects the way in which people at work are organized and coordinated. Nnabuife (2019) visualizes organizational structure as the setting up a structure or mending an already existing one to suit the organizational environment and the demands of technology. From the views of Nnabuife, structure is a factor of technology. Mansoor et al., (2022) defined organizational structure as a grouping of people, resources and tasks into different units to boost coordination of communication, decisions, and actions. Realizing the close connection between the processes taking place inside an organization makes it is easier to understand the intricate task of directing an efficient organization.

Formalization: Formalization, according to Robbins and Coulter (2023), refers to how organized the roles of a company are, and to what degree of which the firm is regulated by rules and procedures. It considers explicit job requirements, various organizational rules and clearly defined policies, work processes, in highly formalized organizations. Therefore, formalization relates to the way of standardization of work within the organization (Robbins et al., 2021). When a work is highly formalized, otherwise the employees have a limited discretion on what, where, and how to do it. Employees can be expected always to handle the same input in exactly the same way, resulting in a consistent and uniform output. In formalization, there are detailed job descriptions, plenty of organizational rules and clearly specified procedures that cover work processes. But where formalization is small, there is more to workers and how they can do their job. As Robbins and Coulter (2023) noted, while continuity and regulation require much formalization, most organizations today depend less on rigid rules and standardization to direct and regulate work behavior and job processes. Formalization is the degree to which rules and procedures are standardized and utilized. It means the degree to which the jobs within an organization are standardized of formalized. Where formalization is low, there will be wider use of discretion by employees subordinates. Formalization is defined as the extent of written procedures, instructions laws and communication. Formalization can be done within job or it be imposed from outside when formalization is determined from outside for job used terms of external behaviour for its. In this case rules and procedures are executed directly by the lower management that representing jobs that unskilled workers can do the job incumbent (Dehkordi, 2019).

Departmentalization: Departmentalization is the grouping of jobs according to some logical

arrangement (Adeyoyin, Agbeze-Unazi, Oyewunmi, Adegun, Adewale & Ayodele, 2021). They noted that it creates specialization, expertise and improves quality of service. Ugoani (2021) conceived Departmentalization as the combination of related tasks into groups known as departments. It has to do with the aggregation of units into a bigger unit. As the organization grows in size and complexity, it is no longer possible for one manager to oversee all he workers, so workers are assigned to new mangers (departmental mangers) based on some overall plan. Departmentalization is vital in today's manufacturing firms where corporate policies, government, customer requirements, as well as competition demand improvement in productivity. This makes it essential that each organizational has a clear definition of what it is expected to achieve. Departmentalization there helps to define the result for which each department is responsible (Ugoani, 2021). Beyond this, organizational architecture requires to define several other dimensions of basic functions that will enable each department to make meaningful contribution to effective management productivity.

Chain of Command: Another important component of organizational structure is chain of command. The chain of command is the authority that stretches from the upper levels of organization to the lower levels, clarifying who reports to whom (Robbins & Coulter, 2023). When arranging tasks, managers need to understand it as it helps workers with questions like "Who do I report to?" or "Who am I going to when I have a problem?" It is important to have a clear understanding of the chain of command

Employee Resilience

Resilience is multidisciplinary concept used in describing the capacity of a system to bounce back from uncertainty or disruptions (Hartwig et al., 2020;; Edeh et al., 2019;). Associating resilience with employee in the workplace, we define employee resilience as employee capacity to withstand threats, uncertainty or unexpected circumstances and still remain steadfast in the midst of the change. In addition, Edeh et al., (2019) contended that employee resilience is the capability and ability of a worker to anticipate, improvise on environmental uncertainties and regain stability after the challenges. Employee resilience is defined as a behavioural capability, supported by the organisation, which reflects resource utilisation and the ability to continually adapt at work (Kuntz et al., 2016). Employees' resilience entails the capability to manage resources well, deal with excessive workloads, respond to and learn from mistakes in crises situation, utilizing changes as a chance for development (Kuntz, Connell & Näswall, 2017). An employee who is resilience, can effectively respond and adapt to changing circumstances and challenges (Franken, Plimmer & Malinen, 2020). Employees demonstrate resilient behavior when they utilize their personal and job-related resources to respond swiftly to uncertainty and change. Studies have demonstrated the impact of resilience in lessening job-related stress, psychological stress, and burnout, and attrition (; Chen, McCabe & Hyatt, 2016; Salmela-Aro & Upadyaya, 2018). The development of resilience in employees involves a constant interaction between an individual and their work context (Mansfield, Beltman, & Price, 2014). At this level, resilience is generally understood as "the capacity of employees to utilise resources to continually adapt and flourish at work, even when faced with challenging circumstances" (Kuntz et al., 2016). This study measures employee resilience in terms of agility, and employee responsiveness.

Employee Agility: Agility is the disposition of an individual to renew his/herself ability towards adapting and adjusting quickly as well as to manage a constantly changing, uncertain,

chaotic culture in the work environment (Alavi, Wahab, Muhamad & Arbab Shirani, 2014). Agility is a key enabler for organisations to attain competitive advantage in an uncertainty market (Ganguly, Nilchiani, & Farr, 2009). Employee agility is askill that encompasses different approaches than training for traditional skills. Employees with agile mindset are known to have high performance attitude, innovative, proactive, and are prompt in delivering services to customers. Daly (2022) defined employee agility as the capacity of an employee in gathering and disseminating information about the changes in their environment and respond to that information quickly and expediently.

Employee Responsiveness: The idea of being responsive is put forth as a way for organizations to benefit from environmental changes. Being responsive means having the capacity to deal with unforeseen changes, endure unheard-of business environment challenges, and seize opportunities presented by changes (Sharifi & Zhang, 2019). Employee responsiveness is the organization's capacity to adapt swiftly and nimbly to the shifting demands of the market and to changes in the local and global environment (Sherehiy, 2018). It is an administrative tactic designed to preserve the company's resources and promptly fulfill consumers' requests (Hitt, Hoskisson, Robert & Duane, 2017). Therefore, it relates to the organization's capacity for swift responses to opportunities and timely threat mitigation (Overby, Bharadwaj &Sambamurthy, 2016). It relates to an organization's capacity to flourish in a setting of unpredictably constant change (Karami, 2017). Employee responsiveness is a collection of concepts that aimsto continuously improve the company and make efficient and effective use of both tangible and intangible resources (David, 2009). To attain excellence in the organization's offerings, the method involves concentrating the organization's efforts by concentrating on specific markets and products (Hill & Jones, 2009). The capacity of an organization to promptly recognize environmental changes and seize these changes as opportunities (Fleece, 2007).

Employee Adaptability: More recently, adaptability has also come to be considered an important response option worthy of research and assessment, not simply in order to guide the selection of the best mitigation policies, but rather to reduce the vulnerability of groups of people to the impacts of change, and hence minimize the costs associated with the inevitable (Kane and Shogren, 2020; Smit and Pilifosova, 2021). This has, in part, stemmed from a realization that a certain amount of change will occur, and that society can take concrete steps to minimize the net losses (including taking advantage of opportunities for gains). Social scientists' contribution to the study and assessment of adaptation has crossed several disciplines,and drawn off of a long tradition of studying vulnerability to natural hazards and to food insecurity (Dilley and Boudreau, 2021). Geographers and anthropologists have identified many ways in which traditional practices allow for greater adaptive capacity, and how a disruption of social cohesion reduces people's adaptive capacity, making them less resilient to environmental stress (Adger, 2020). At the same time as traditional practices and power structures may increase a society's adaptive capacity, they may stand in the way of people making more permanent adjustments in response to the occurrence, or threat, of longer-term environmental change (Adger, 2020). Specialists in particular areas of adaptation (agriculture, or coastal zone management) have identified particular policies, such as enhanced communication of information or the development of insurance networks that can assist adaptation (Freeman and Kunreuther, 2002).

Theoretical Frame work

The study was anchored on Contingency Theory Contingency theory of (Pfeffer, 1982) informs the theory of organizational structure by providing a comprehensive framework that relates variations in organizational structure to variations in the situation of the organization (i.e., its contingencies). Contingency theory is a class of behavioral theory that claims that there is no best way to organize a corporation, to lead a company, or to make decisions. Instead, the optimal course of action is contingent (dependent) upon the internal and external situation. A contingent leader effectively applies their own style of leadership to the right situation. The early writers on organizational structure, such as Fayol (1914), Gulick (1937) and Urwick (1943), used their own practical experiences to formulate a body of principles that would be universally applicable to any work organization irrespective of its context or purposes. These principles, usually called the classical theory, prescribe a structure where authority descends from the apex to the base, so that no subordinate receives instructions from more than one superior who, in turn, controls no more subordinates than he or she can effectively manage (Mooney and Reiley, 1939).

Where there is little deviation from the norm, mechanistic structures are able to set up efficient procedures for dealing with routine tasks. In an uncertain environment, these routine procedures are not able to cope with the high number of contingencies. A more organic structure is needed that is ready to deal with non-routine operations. According to contingency theory, both mechanistic and organic structures can be effective if they fit the irrespective environments. It is
far too simple, however, to say that mechanistic structures work in certain environments and organic structures work in uncertain environments. In the real world, both types of structures can be found operating successfully in a variety of environmental situations. Organizations are not designed; they will evolve over time, moving through many different environmental situations as they grow. The structure of organizations, therefore, is not based on a purely rational analysis of the present environmental circumstances but also on a multitude of precedents and traditions built up over the organizations history. These organizational paradigms will be unique to each organization and may well simply reflect the beliefs of the organization's founder. One cannot assume, for example, that a mechanistic organization suddenly faced with increasing uncertainty in their market will simply change their structure to a more organic form. It is important, therefore, to understand how each type of organization reacts to changing environmental circumstances

Relevance of this theory to the study

Many different aspects of organizational structure, such as formalization, decentralization, division of labour, span of control, hierarchy of authority and divisionalization are each related to contingencies such as size and diversification. In theory terms, contingency theory is sociological functionalism, and is relevant to this study by explaining the existence of fits between structure and contingencies and their beneficial effects on organizational growth such that the type of structure instituted by firms and its key dimensions influences their productivity in various ways.

Empirical Review

Mbah, Ekechukwu, and Odinachi (2021) evaluated the effect of organizational structure on productivity of manufacturing firms in South East Nigeria. Specifically, objectives were to: ascertain the effect of the staff training on the product quality service of the

manufacturing firms in South-East, Nigeria and examine the effect of employee adaption and flexibility on sales turnover of the manufacturing firms in South-East, Nigeria. The descriptive survey design was used for the study. Out of a population of 3242 staff, 344 staff was sampled. The sample size of 344 was chosen after applying the Freund and William's formula for the determination of adequate sample size. The sample size of 344 staff returned the questionnaire and accurately filled. That gave 100 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.89 which was also good. The hypotheses were analyzed using f-statistics (ANOVA) tool. The findings revealed that staff training has positive effect on the product quality service of the organization $F(95,n=344)= 29834.109$,$P<0.05$; and employment adaptation and flexibility has positive effect on sales turnover of the organization $F(95,n=344)= 67563.402$,$P<0.0.5$. The study concludes that the study concluded that organizational productivity depends on the nature of organizational structure hence the management that focuses on the competences of staff by training will have positive effect on the product quality service of the organization and, adaptation and flexibility has positive effect on sales turnover of the organization. The study recommended that there must be training and development and there must be strategies put in place to effect training and development for any organization to move forward. In institutions or place of work, there is always training and development and adaption and flexibility should be in place to enable employees to put in their best and meet the needs of the situation or environment.

Behzad and Aboulfazl (2023) investigated the effects of organizational structure on the entrepreneurial orientation of the employees in metal industries of Kaveh industrial city of Iran. The study adopted a descriptive survey design and questionnaire was used as instrument for data collection. The population of the study was 4700 employees involved in metal industries of Kawek industrial city among whom, 355 people was selected as the research sample by using Cochran formula and sampling method of relational stratified random sampling method of relational stratified random sampling method. Spearman's regression test and multi-regression (in SPSS)and structural equation modeling (in LIREL) were used to analyze the data. The analysis revealed that organizational structure has a positive significant effect on entrepreneurial orientation of the employees of the organization. The findings further reveal that the study can help the managers of the metal industry identify the weaknesses and the strengths of their organizational structure and the appearance of people's orientations and behavior toward the entrepreneurial activities.

Nwachukwu (2022) studied the impact of organizational structure in effective management of Nigerian organization (A study of Nigerian Brewery Plc, Enugu State). The study adopted the descriptive survey design. The study used both the primary, and secondary sources of Data in the course of the study. The primary data was sourced through the instrument of questionnaire and oral interview while secondary data was sourced through texts books, magazines, journals and internet. The Population of the study is eight hundred and ninety while the sample size is one hundred and thirty-three. The findings revealed among others that organizational structure has a great impact in the effective management of organizations. The researcher recommended among others that organizations should endeavour to have well-structured organization, in order to achieve the set up objectives.

Anum and Muhammad (2023) examined the level of employee job satisfaction in relation with organizational structure, occupational stress, age and gender; this study presents sample size of total 40 respondents designated as Managers and Officers in which 18 were Males (45%) and 22 Females (55%). In between them, 34 respondents shared their experiences as well. The data had been gathered from operations department of Islamic Banks because all the hectic and ongoing routine tasks are performed by this department on daily basis and it was convenient to collect data from this sector. Exploratory research "interpretive" in which meetings, observations and in-depth interviews conducted to support literature through experiments and proper analysis of respondent's justifications. The results reveal that; organizational structure and occupational stress had significant impact on the level of employee job satisfaction (JS), age level doesn't matter and had significant impact but in Gender; Males were more satisfied than Females.

Al-Khadawneh (2023) examined the effect of organizational structure on job turnover of employees at tourism hotels in Petra region of Jordan. This study was conducted with a sample of 362 employees at hotels within Petra region south of Jordan using the questionnaire to conclude results that found. High level of satisfaction among hotel employees regarding the organizational structure, where the highest satisfaction level was pertaining boss-employee relation and the least satisfaction level was for job security. The impact of organizational structure components on job turnover appeared in the following order: nature of work, boss-employee relation, rewarding system, authority style, and finally in the last rank was job security. Job turnover level at hotels in Jordan was high, and the reason most motivating employees to search for a job was looking for stability and job security. There was a positive association between organizational structure component and job turnover of hotel employees in Jordan. There are statistically significant differences in the impact degree of organizational structure that vary by gender, age, and hotel rating; whereas no statistically significant differences were found regarding organizational structure impact degree by variable academic qualification.

Falah-ud-Din, Bhutto and Ghulam (2023) investigated the relationship between measures of organizational structure and measures of employee job satisfaction in public, private, and foreign banks. Based on the previous relevant research studies 14 factors were identified for each of both organizational structure and job satisfaction. Data were collected through personally administered questionnaires based on 42 questions from the 12 branches of banks under consideration. Fourteen questions were related to organizational structure, other fourteen for employee job satisfaction and the same numbers of questions were used to investigate the impact of organizational structure on job satisfaction. Two hypotheses were formulated and tested through Kruskal Wallwas test, where as multiple regression analysis were used to investigate the impact of 14 sub factors of organizational structure on job satisfaction. Out of 14 sub factors of organizational structure three factors; organizational structures, identity, and human relations have a positive and significant relation with job satisfaction. Two factors; equity and empowerment are negative but significantly related to job satisfaction.

Falahud, Niaz, and Ghulam (2023) investigated the relationship between measures of organizational structure and measures of employee job satisfaction as applied to executives of public, private, and foreign

banks. Another purpose of this study was to determine whether perceptions of different employees are different about organizational structure and employee job satisfaction or not. Based on the previous relevant research studies 14 factors were identified for each of both organizational structure and job satisfaction. Data were collected through personally administered copies of questionnaire based on 42 questions from the 12 branches of banks under consideration. Fourteen questions were related to organizational structure, other fourteen for employee job satisfaction and the same numbers of questions were used to investigate the impact of organizational structure on job satisfaction. Two hypotheses were formulated and tested through Kruskal Wallwas test, whereas multiple regression analysis were used to investigate the impact of 14 sub factors of organizational structure on job satisfaction. The study found out that all the three variables discussed above, also had a great significance that was even less than 5% (structure = 0.015, identity = 0.025, and human relation = 0.043)."Equity" and "Empowerment" with t-ratio -2.856 and -2.095 respectively have a negative relationship with job satisfaction. The study recommends that a clear structure, chain of command, coordination mechanism, and communication systems enhance the performance of employees. Therefore all the three banks should work more on building effective structures, just to give clarity about the roles and responsibility to the executives. More the executives are clear about their roles and responsibilities, greater they get job satisfaction.

METHODOLOGY

The study employed correlation research design because it constitutes the blueprint for the, measurement and analysis of data (Ernest, Matthew & Samuel, 2015). Correlation research design was deemed fit for this study since it allowed the collection of data from a sizable population in a highly economical way. Therefore, the Correlation survey was deemed the best strategy to fulfill the objectives of this study. Generally, this design deals with incidences of, distribution and relationships of variables. The study was carried out in Anambra**,** Nigeria. Anambra state was first formed in 1991 from the northern half of East-Central state, and in 1991 it was considerably reduced in area by an administrative reorganization that created the new state of Enugu. Anambra is bounded by the states of Kogi on the north, Enugu on the east, Abia on the southeast, Imo and Rivers on the south, and Delta on the west. It includes the valley of the lower Anambra River, which is a tributary of the Niger River. This study make use of primary data. The primary source of data is the use of questionnaire to collect data on first hand basis. They are firsthand information specially collected for the study. They are usually collected from the field under the control and supervision of an investigator or researcher. The primary data for the study will be collected through the distribution of questionnaire. Population of study was made up of all the academic and non- academic staff of the public University, in Anambra State. The population comprise 25800 academic and non- academic staff of the public University in Anambra State, Nigeria. The sample size of 587 was mathematically determined with Godden's (2004) formular. For the purpose of data collection, the researcher makes use of a structured questionnaire. In the structured questionnaire, participants will be required to respond to options which range from Strongly Agree (5), Agree (4), Undecided (3), Disagree (2) Strongly Disagree (1). The questionnaire adopted 5 point Likert rating scale which was used to measure the level of agreement and disagreement with a particular statement to tap the situation or phenomena. For the purpose of this research, the face and content validity approach was adopted. Test re-test method and

Cronbach Alpha was carried out to achieve reliability. The need to enhance easy comprehension and analysis prompted the use of the frequency distribution table to present the data gathered. The data generated were analyzed using simple percentage and frequency tables. Pearson Product-Moment Correlation analysis was applied to determine the relationship between organizational structural and employee resilience of public universities in Anambra State, Nigeria. This was done with the help of Statistical Package for Social Sciences (SPSS) version 23.0.

DATA ANALYSIS, RESULTS AND INTERPRETATION

A total of five hundred and eighty six copies of questionnaire were distributed to the respondents, out of which five hundred copies of questionnaire were returned properly filled and found relevant to the study. Fifty copies of questionnaire were missing while thirty six copies of questionnaire were not properly filled. Therefore, the analysis in this section was based on the five hundred relevant copies which represent 90.9% of the entire copies (500). The section covers A the demographic features of the respondents. The section B analyzed the data relevant to research questions

Demographic Characteristics of the Respondents

In this section, the demographic features of the respondents such as gender, marital status, age bracket, educational qualification and working experience are presented and analyzed, based on (500) valid copies of returned questionnaires were presented in the table below.

Table 1 Demographic Features of the Respondents

Response	Category	Number of Responses	Percentage
Gender	Male	170	34.0
	Female	330	66.0
	Total	**500**	**100.0**
Age Bracket	18 - 30 years	140	28.0
	31 - 40 years	200	40.0
	41 - 50 years	120	24.0
	51 years and above	40	8.0
		500	**100.0**
Marital Statues	Single	250	50.0
	Married	190	38.0
	Others	60	12.0
	Total	**500**	**100**
Educational Qualification	O'Level	160	32.0
	OND/NCE	130	26.0
	B.Sc./HND	120	24.0
	M.Sc./MBA	50	10.0
	PhD/Others	40	8.0
	Total	**500**	**100**
Number of Years in Business	Below 5 years	200	40.0
	6 - 10 years	150	30.0
	11 - 20 years	90	18.0
	21 years and above	60	12.0

Total	**500**	**100.0**

Source: Field Survey, 2026/SPSS

Table 1 shows the demographic profile of the employees of the sampled public universities in Anambra State. A higher proportion of the respondents (66%) are female while 34% of the respondents are male. Table 4.2 revealed the age distribution of the respondents. The distribution shows that 28% of the respondents are between the age brackets of 18 to 30 years while 180 respondents, representing 40% are within the age bracket of 31 - 40 years. On the same note, 24% of the respondents are within the age bracket of 41 - 50 years while the remaining respondents 8% are within 51 years and above. Table 4.2 also shows that 50 % of the respondents are single, 38 % are married while the remaining 12% of the respondents are either divorced or separated. Table 4.2 further shows that 32 % of the respondents have O'level as their educational qualification. The table also shows that 26% of the respondents have either Ordinary National Diploma or National Certificate on Education as their educational qualification. 24.5 % of the respondents agreed that they have either Bachelor of Science (B.Sc.) or Higher National Diploma (HND). It also shows that 10% of the respondents have M.Sc./MBA educational qualifications while 8 % of the respondents have PhD as their educational qualification. Table 1shows that 40% of the respondents have been business with the between zero to five years while 30% of the respondents have worked between 6 to 10 years. On a similar note, 18% of the respondents have business between 11 to 20 years while the remaining 12% have being in business between 21 years and above.

Presentation of Data relevant to the Research Questions

Research Question One: How does nature of formalization relate with employee agility of public universities in Anambra State?

Table 2: Responses on the relationship between nature of formalization and employee agility of public universities

S/N	ITEMS	SA	A	U	D	SD
1	Public universities do not apply too much rules and regulations to its employee	151 30.2%	226 45.2%	59 11.8%	46 9.2%	18 3.6%
2	Reducing rules and regulations do encourage creative.	149 29.8%	200 40%	61 12.2%	52 10.4%	38 7.6%
3	Less formalization facilitate communication within public universities	134 26.8%	197 39.4%	41 8.2%	60 12%	68 13.6%
4	Less formalization encourages creativity and learning in public universities	120 24%	193 38.6%	52 10.4%	72 14.4%	63 12.6%
5	Less formalization in public universities facilitates employee empowerment and sense of belongingness	157 31.4%	219 43.8%	43 8.6%	50 10%	21 4.2%

Source: Researcher's Field Survey, 2026

Table 2 presents the relationship between nature of formalization and employee agility of public universities in Anambra State. Regarding the issue bordering on public universities do not apply too much rules and regulations to its employee 151 30.2% of the

total sample strongly agreed, 226 45.2% agreed. However, 59 11.8% undecided, 5911.8% disagreed and 18 3.6%were strongly disagreed. On percentage for reducing rules and regulations do encourage creative, 149 (29.8%) respondents strongly agreed and 200 40% agreed. On the other hand, 52 10.4% respondents disagreed, 38 7.6% strongly agreed and 61 12.2% were undecided. On questions that bordered on notion that less formalization facilitate communication within public universities, 134 (26.8%) respondents strongly agreed and 197 39.4% agreed. Conversely, 60 (12%) disagreed, 68 (13.6%) strongly disagreed and 41 (10.3%) were undecided. On assertion that less formalization encourages creativity and learning in public universities, 120(30%) respondents strongly agreed and193 (48.3%) agreed. On the other hand, 22(5.5%) disagreed, 33 (8.3%) strongly disagreed and 32 (8%) were undecided. The result on Table 2 indicated that 157(39.3%) respondents strongly agreed that less formalization in public universities facilitates employee empowerment and sense of belongingness, 169(42.3%) disagreed, 20(5%) strongly disagreed and 43 (10.8%) were undecided. This implies that there is a relationship between nature of formalization and employee agility of public universities in Anambra State

Question Two: What is the relationship between chine of command and employee responsiveness of public universities in Anambra State?

Table 3: Respondents on assertion on the relationship between chine of command and employee responsiveness of public universities in Anambra State

S/N	ITEMS	SA	A	U	D	SD
1	Chain of command is an element of organizational structure	157 31.4%	202 40.4%	73 14.6%	57 11.4%	31 6.2%
2	Chain of command not only establishes accountability, but it also lays out the decision-making power in an organization	152 30.4%	184 36.8%	78 15.6%	52 10.4%	44 8.8%
3	Chain of command is important for the smooth running of the activities in the system	129 25.8%	212 42.2%	68 13.6%	56 11.2%	45 9.0%
4	Chain of command being a system in which the different levels of authority in communication is spelt out	122 24.4%	139 27.8%	79 15.8%	82 16.4%	68 13.6%
5	Chain of command starts from the top a as it goes down the hierarchy	131 26.2%	178 35.6%	77 15.4%	69 13.8%	61 12.%

Source: Researcher's Field Survey, 2026

The result on Table 2 indicates that 157(31.4%) respondents strongly agreed that chain of command is an element of organizational structure, 202(40.4%) disagreed, 57(11.4%) strongly disagreed 31 (6.2%) while 73 (14.6%) undecided. On assertion that chain of command not only establishes accountability, but it also lays out the decision-making power in an organization, 152 (30.4%) respondents strongly agreed, 154(38.5%) agreed, 184(36.8%), disagreed, 52 (10.4%), strongly disagreed 44 (8.8%) and 78 (15.6%) were undecided. 129 (25.8%) respondents strongly agreed that chain of command is important for the smooth running of the activities in the system, 212(42.2%) agreed, 56 (11.2%) disagreed, 45 (9.0%) strongly disagreed and 68 (13.6%) were undecided. 122 (24.4%) respondents strongly agreed that chain of command being a system

in which the different levels of authority in communication is spelt out, 139 (27.8%) agreed, 82 (16.4%) disagreed, 68 (13.6%) strongly disagreed and 79 (15.8%) were undecided . Chain of command starts from the top a as it goes down the hierarchy, 131 (26.2%) respondents strongly agreed and 178(35.6) agreed. However, 99(13.8%) disagreed, 61(12%) strongly disagreed while 77 (15.4% were undecided. This implies that there is relationship between chine of command and employee responsiveness in public universities in Anambra State.

Question Three: Hoe does departmentalization relate with employee adaptability of public universities in Anambra State?

Table 3: Respondents views on how departmentalization relate with employee adaptability of public universities in Anambra State

S/N	ITEMS	SA	A	U	D	SD
1	Departmentalization process group activities of public universities into several units	150 30.0%	202 40.4%	73 14.6%	57 11.4%	38 7.6%
2	Departmentalization depending on the types of machines required	142 28.4%	180 36.0%	78 15.6%	56 11.2%	54 10.8%
3	Departmentalization provide a necessary degree of specialization of executive activity for efficient in public universities	129 25.8%	200 40.0%	68 13.6%	68 13.6%	45 9.0%
4	Departmentalization has higher management level strategic considerations	122 24.4%	179 35.8%	69 13.8%	72 14.4%	58 11.6%
5	Departmentalization simplify the tasks of management within a workable span	141 28.2%	198 39.6%	67 13.4%	59 11.8%	51 10.2.%

Source: Researcher's Field Survey, 2026

Table 3 shows that 95 respondents representing 122 (28.2%) of the total sample strongly agreed that departmentalization process group activities of public universities into several units, 38 (7.6%) strongly disagreed while 8 (2%) were undecided. 142(28.4%) respondents strongly agreed that departmentalization depending on the types of machines required, 180 (36%) agreed, 56(11.2%) disagreed, 54 (10.8%) strongly disagreed and 78 (15.6%) were undecided. 129(25.8%) respondents strongly agreed that departmentalization provide a necessary degree of specialization of executive activity for efficient in public universities, 180 (36.0%) agreed, 68(13.6%) disagreed, 45(9.0%) strongly disagreed while 78(15.6%) were undecided. 122(24.4%) respondents that departmentalization has higher management level strategic considerations, 179(35.8%) agreed, 72(14.4%) disagreed, 58(11.6%) strongly disagreed and 69(13.8%) were undecided. Finally, 1141 (28.3%) respondents strongly agreed that departmentalization simplify the tasks of management within a workable span, 198 (39.6%) agreed, 59(11.8%) disagreed, 51 (10.2%) strongly disagreed and 67 (13.4%) were undecided. This implies that departmentalization relate with employee adaptability of public universities in Anambra State to a large extent.

Test of Hypothesis

Hypotheses One

H_0: Nature of formalization has no significant relationship with the employee agility of public universities in Anambra State

Ho_1: Nature of formalization has a significant relationship with the employee agility of public universities in Anambra State, Nigeria

Table 4: Result of Pearson product-moment correlation analysis on the nature of relationship between formalization and employee agility

		Employee Agility	Nature of formalization
Employee Agility	Pearson Correlation	1	.869**
	Sig. (2-tailed)		.000
	N	500	500
Nature of formalization	Pearson Correlation	.869**	1
	Sig. (2-tailed)	.000	
	N	500	500

****. Correlation is significant at the 0.05 level (2-tailed).**

Interpretations

Table 4 presents result of Pearson Product Moment Correlation (PPMC) test on the relationship between nature of formalization and employee agility. The correlation table revealed that there is a strong and significant positive relationship between nature of formalization and employee in agility of public universities in Anambra State, Nigeria ($r = 0.869$, $p=0.000<0.05$). This implies that nature of formalization helps to increase employee agility in public universities in Anambra State, Nigeria. Therefore, the finding indicates that Nature of formalization has a significant relationship with the employee agility of public universities in Anambra State. Based on this result, the null hypothesis one (H_0) which states that nature of formalization has no significant relationship with the employee agility of public universities in Anambra State was rejected. Therefore we can state that Nature of formalization has a significant relationship with the employee agility of public universities in Anambra State, Nigeria

Hypotheses Two

H_0: Chain of command has no significant relationship with employee responsiveness of public universities in Anambra State. ($r = -790$, $p=0.000<0.05$).

Ho_2: Chain of command has a significant relationship with employee responsiveness of public universities in Anambra State

Table 5: Result of Pearson product-moment correlation analysis between chain of command and employee responsiveness

		Employee Responsiveness	Chain of Command
Employee Responsiveness	Pearson Correlation	1	.890**
	Sig. (2-tailed)		.000
	N	500	500
Chain of Command	Pearson Correlation	-890**	1
	Sig. (2-tailed)	.000	
	N	500	500

****. Correlation is significant at the 0.05 level (2-tailed).**

Interpretations

The correlation in Table 5 shows that there is a significant relationship between chain of command and employee responsiveness. The Pearson's product moment correlation coefficient values reveal that chain of command has a negative significant relationship with employee responsiveness of public universities in Anambra State. (r = -790, p=0.000<0.05). This implies that an increase in chain of command will decrease employee responsiveness. Based on the findings, the study therefore rejects the null hypothesis two (H_1) which states that Chain of command has a significant relationship with employee responsiveness of public universities in Anambra State was rejected. Therefore we can state that chain of command has on negative significant relationship with employee responsiveness in public universities in Anambra State, Nigeria

Hypotheses Three

H_0: Departmentalization has no significant relationship with employee adaptability of public universities in Anambra State

Ho_3: Departmentalization has a significant relationship with employee adaptability of public universities in Anambra State

Table 6: Result of Pearson product-moment correlation analysis between Departmentalization and employee adaptability

		Employee Adaptability	Departmentalization
Employee Adaptability	Pearson Correlation	1	.813**
	Sig. (2-tailed)		.000
	N	500	500
Departmentalization	Pearson Correlation	.813 **	1
	Sig. (2-tailed)	.000	
	N	500	500

****. Correlation is significant at the 0.05 level (2-tailed).**

The correlation in Table 6 shows that there is a significant relationship between departmentalization and employee adaptability. The Pearson's product moment correlation coefficient values reveal a strong positive and significant correlation between departmentalization and employee adaptability(r = 0.813, p=0.000<0.05). This implies that an increase in departmentalization will decrease employee adaptability in Anambra State Local Government. Based on the findings, the study therefore rejects the null hypothesis three (H_{03}), which states that departmentalization has no significant positive relationship with employee adaptability in Anambra, Nigeria. Accept the alternative hypothesis which state that Departmentalization has a significant relationship with employee adaptability of public universities in Anambra State, Nigeria.

Summary of Findings

This study examined effect of organizational structure on employee resilience using of public universities in Anambra State, Nigeria. Data were sourced from public universities in Anambra State, Nigeria. The data generated were analyzed using Pearson product-moment correlation analysis and the result shows that:

1 Nature of formalization has a significant relationship with the employee agility of public universities in Anambra State, Nigeria (r = 0.869, p=0.000<0.05).
2 Chain of command has no significant relationship with employee responsiveness

of public universities in Anambra State. (r = -790, p=0.000<0.05).

3 Departmentalization has a significant relationship with employee adaptability of public universities in Anambra State (r = 0.813, p=0.000<0.05).

CONCLUSION

This study examined organizational structure and employee resilience using of public universities in Anambra State, Nigeria. Data were sourced from public universities in Anambra State. The data generated were analyzed using using Pearson product-moment correlation analysis and the result shows that nature of formalization has a significant relationship with the employee agility; chain of command had no significant relationship with employee responsiveness and departmentalization has a significant relationship with employee adaptability of public universities in Anambra State, Nigeria. Therefore, the study concluded that organizational structure had a significant relationship with employee resilience of public universities in Anambra State, Nigeria. Based on the result of the findings and conclusion, the following recommendations were necessary:

1. Public universities should adjust the way things are formalized by reducing the way work are standardized in the organization so as to increase employee resilience. So therefore in order to avoid all this problems that scientific management had, it will be good to make the organization less formal allowing employee to have the freedom to get job done efficiently and increase employee resilience through whatever means known to the employees of the organization.
2. Management of plastic manufacturing companies should use decentralization as a dimension of organizational structure to restructure their organization when centralization is not giving required organizational result. Perhaps this way they may attain strong positive relationship between decentralization and organizational productivity and also between decentralization and organizational profit.
3. Management of public universities should ensure that through Span of control they are in a position to involve all stake holders including the employees in the decision making process of the organization in order to improve employee resilience

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