

**EFFECT OF STANDARDISATION STRUCTURE ON EMPLOYEE'S
PERFORMANCE IN OSUN STATE CIVIL SERVICE**

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ABSTRACT

The study examined the effect of standardisation structure on employee's performance in Osun State Civil Service. The study adopted a descriptive research design and administration of questionnaire to get data from the respondents. The population of the study consisted of 18,653 employees in Osun State Civil Service where Taro Yamane formula was used to determine the sample of 391 selected employees of Osun State Civil Service. Out of 391 copies of questionnaire distributed to respondents, 358 copies of questionnaire were completely filled and returned with linear regression to test the hypotheses of the study at 5% level of significant. The findings of the study revealed that standardisation structure influence the employees performance and has direct impact in ensuring effective use of employee as well as having sense of belonging in the commission. The study concluded that standardisation structures has a positive and significant influence on employee performance in Osun State Civil Service. The study recommended that the management of Osun State Civil Service should reinforce and ensure the presence of clear standardised procedures, rules and guidelines in all its ministries and departments that would lead to uniformity in operations. This will enhance efficiency, reduce ambiguity in task execution, and improve overall employee productivity and service delivery.

Keywords: Standardisation, Employees, Civil Service, Employee's Performance.

1. INTRODUCTION

The Civil Service in Nigeria remains a vital institution for the execution of government policies and the delivery of public services. It functions as the administrative machinery through which government programmes are designed, implemented, and evaluated (Babura, 2003; Osun State Government, 2022). In Osun State, the Civil Service operates through a structured system of ministries, departments, and agencies governed by established rules such as the Public Service Rules, Schemes of Service, and other regulatory frameworks. These rules provide a foundation for standardisation, ensuring that administrative processes and employee activities are carried out in a consistent and uniform manner (Osun State Government, 2022).

Standardisation, as a dimension of organisational structure, refers to the degree to which procedures, rules, and work processes are clearly specified and uniformly applied across an organisation. It plays a significant role in shaping employee behaviour and guiding job

performance by reducing uncertainty and promoting adherence to established procedures (Nosike, Okoye, & Afodigbueokwu, 2021). Within the civil service system, standardisation ensures that employees follow laid-down guidelines in executing their duties, thereby fostering orderliness, accountability, and coordinated action. Nwizia, Ojiabo and Alagah (2017) identified standardisation as one of the fundamental elements of organisational structure that can significantly influence employee outcomes.

In the Osun State Civil Service, standardisation is evident in the use of formal procedures for recruitment, promotion, discipline, and service delivery. These uniform practices are intended to enhance efficiency and maintain fairness in administrative processes. By clearly defining roles and responsibilities, standardisation reduces role ambiguity and enables employees to perform their duties in line with organisational expectations, which can positively impact productivity and service quality (Joharis, 2016). Moreover, it provides a basis for performance evaluation, as employee outputs are measured against predefined standards.

Despite its advantages, standardisation may also present certain limitations when excessively applied. Highly rigid procedures can restrict initiative, limit flexibility, and slow down decision-making processes, particularly in dynamic environments that require quick responses. Evidence from the Nigerian public sector suggests that overly structured systems may negatively affect employee performance by discouraging innovation and adaptability (Ann, Nwankwere, Orga, & Igwe, 2015). This highlights the need to strike a balance between maintaining procedural consistency and allowing sufficient autonomy for employees to perform effectively.

Employee performance in the civil service is often assessed using indicators such as efficiency, productivity, quality of service, and the ability to achieve organisational objectives (Joharis, 2016). Since standardisation directly influences how tasks are carried out and evaluated, it remains a critical factor in determining the effectiveness of employees. While an appropriate level of standardisation can enhance coordination and operational efficiency, poorly designed or excessively rigid systems may lead to inefficiency, low productivity, and reduced service delivery outcomes.

Relevant studies such as Funminiyi (2018) examined organisational structure assumes priority in the level of employee engagement in manufacturing firms in Plateau state. The findings revealed that: there is significant positive relationship between decentralisation system of control and employee productivity; standardisation system of control positively affects employees' efficiency. Also, Nosike, Okoye, and Afodigbueokwu (2021) investigated the organisational structure and employee performance of selected banks in Anambra State, Nigeria. Survey research design was employed for the study. The study revealed that nature of formalisation and layers in the organisational hierarchy has significant effects on the employee's performance of commercial banks in Anambra State. Similarly, Malik (2017) determined whether there is appropriate structure in Nigeria brewing firms and the extent it has contributed to their employees' performances. Descriptive statistics, correlation and t-statistics, was adopted for analysis of data and hypotheses testing. The result of the study revealed that nature of hierarchical layers has significant positive effect on the employee's performance of brewing firms; that technology has significant positive effect on the employee's performance of brewing firms; that internal and external boundary has significant positive effect on the employee's performance of brewing firms; and that formalisation significantly affect employee's performance positively.

In Osun State, concerns about inefficiency, weak administrative structures, and poor service

delivery have persisted despite ongoing reforms in the civil service (Nwosu, 2020). While adherence to rules is essential for organisational coordination, excessive standardisation may discourage initiative and adaptability, thereby affecting employee output and service delivery (Malik, 2017). Despite these challenges, there is limited empirical evidence focusing specifically on how standardisation as a dimension of organisational structure influences employee performance in the Osun State Civil Service, thus necessitating further investigation into this relationship.

Research Question

1. To what extent has standardisation structures affect employees' performance in Osun State civil service?

Hypothesis

H0₁: standardisation structures do not have significant effect on employees' performance in Osun State civil service

2. METHODOLOGY

The study adopted a descriptive survey research design. The population of the study consisted of 18,653 employees in Osun State Civil Service where Taro Yamane formula was used to determine the sample of 391 selected employees of Osun State Civil Service. Out of 391 copies of questionnaire distributed to respondents, 358 copies of questionnaire were completely filled. The face and content validity of the instrument was ensured. To ensure the reliability of the research instrument, 10% of the sample size (39) was used to carry out the pilot study in Oriade Local Government, Ijebu-Ijesa, Osun State which was not part of study area and thirty copies of the questionnaire were administered to civil servant. All the questionnaire responses were processed and analysed using Cronbach's Alpha analysis. Cronbach reliability was used to determine the reliability of main constructs in the questionnaire. The result of the reliability test showed that standardisation structure has 0.73 and employee performance 0.73. Descriptive statistics such as frequency, percentage, mean and standard deviation were used to answer the research questions and linear regression was used to test the hypotheses of the study at 5% level of significant.

Model Specification

In order to recognize the nature of relationship between organisation structure and the employee performance, it is authoritative to establish a model or paradigm for analysis, whereby the parameter approximations of employee performance can be determined.

The above equation can be put in an econometric form as;

$$Y = a + b(x) + \mu$$

Where; Y = dependent variable (Employee performance)

a = Constant

b = regression coefficient of parameter

x = independent variable (standardisation structure)

μ = the stochastic error term or disturbance variable

3. RESULTS

Table 1: Distribution of Respondents on the influence of standardisation structures on employees' performance

S/N	Item	SA	A	UN	D	SD	ST.D	Mean
1	The standard of operations in Civil Service is very high	177 (49.4)	157 (43.9)	10 (2.8)	4 (1.1)	10 (2.8)	0.83	4.36
2	The standard structure of the ministries show a clear statement of work, rules and regulations	258 (72.1)	83 (23.2)	5 (1.4)	5 (1.4)	7 (2.0)	0.76	4.62
3	The standardisation structure of the ministries restrict the freedom of workers	248 (69.3)	86 (24.0)	7 (2.0)	7 (2.0)	10 (2.8)	0.86	4.55
4	The standardisation structure of the Civil Service slowdown the processing of operations	259 (72.3)	80 (22.3)	9 (2.5)	7 (2.0)	3 (0.8)	0.71	4.62
5	The standardisation structure of the Civil Service reduced the employee absenteeism	85 (23.7)	244 (68.2)	13 (3.6)	7 (2.0)	9 (2.5)	0.86	4.53
6	Due to standardisation structure of the Civil Service employee quality of work is increasing	140 (39.1)	206 (57.5)	4 (1.1)	6 (1.7)	2 (0.6)	0.66	4.51
7	Due to standardisation structure of the Civil Service employee lateness is not allowed	244 (68.2)	82 (22.9)	21 (5.9)	3 (0.8)	8 (2.2)	0.83	4.54
8	Due to standardisation structure of the Civil Service there is increase in employee performance.	196 (54.7)	142 (39.7)	10 (2.8)	8 (2.2)	2 (0.6)	0.81	4.43
9	Due to standardisation structure of the Civil Service employee loyalty is gained	191 (53.4)	157 (43.9)	4 (1.1)	3 (0.8)	3 (0.8)	0.65	4.48
10	The standardisation structure enhance the decision making in the ministry	237 (66.2)	93 (26.0)	7 (2.0)	10 (2.8)	11 (3.1)	0.91	4.49

Source: Researcher's Field Work (2024)

Legend: 1 = Strongly Disagree, 2= Disagree, 3 = Undecided, 4 = Agreed, 5 = Strongly Agreed.
STD = Standard Deviation

The table revealed the influence of standardization structures on employee performance in Osun

State Civil Service. 49.4% and 43.9% of the respondents strongly agreed and agreed respectively that standard of operations in Civil Service is very high while 2.8%, 1.1% and 2.8% of the respondents were undecided, disagreed and strongly disagreed respectively to this statement. With STD of 0.83 and mean value of 4.36, it indicates that standard of operations in Civil Service is very high.

Furthermore, 72.1% and 23.2% of the respondents strongly agreed and agreed respectively that standard structure of the ministries show a clear statement of work, rules and regulations while 1.4%, 1.4% and 2.0% of the respondents were undecided, disagreed and strongly disagreed respectively. With STD of 0.76 and mean value of 4.62, it indicates that standard structure of the ministries show a clear statement of work, rules and regulations.

Moreover, 69.3% and 24.0% of the respondents strongly agreed and agreed respectively that standardisation structure of the ministries strict the freedom of workers while 2.0%, 2.0% and 2.8% of the respondents were undecided, disagreed and strongly disagreed respectively. With STD of 0.86 and mean value of 4.55, it indicates that not all the activities of the ministries is being handle by specialists.

Besides, 72.3% and 22.3% of the respondents strongly agreed and agreed respectively that standardisation structure of the Civil Service slow down the processing of operations while 2.5%, 2.0% and 0.8% of the respondents were undecided disagreed and strongly disagreed respectively. With STD of 0.71 and mean value of 4.62, it indicates that standardisation structure of the Civil Service slowdown the processing of operations

Farther, 23.7% and 68.2% of the respondents strongly agreed and agreed respectively that standardisation structure of the Civil Service reduced the employee absenteeism while 3.6%, 2.0% and 2.5% of the respondents were undecided, disagreed and strongly disagreed respectively. With STD of 0.86 and mean value of 4.53, it indicates that standardisation structure of the Civil Service reduced the employee absenteeism

Further more, 39.1% and 57.5% of the respondents strongly agreed and agreed respectively that due to standardisation structure of the Civil Service employee quality of work is increasing while 1.1%, 1.7% and 0.6% of the respondents were undecided, disagreed and strongly disagreed respectively. With STD of 0.66 and mean value of 4.51, it indicates that due to standardisation structure of the Civil Service employee quality of work is increasing

Additionally, 68.2% and 22.9% of the respondents strongly agreed and agreed respectively that due to standardisation structure of the Civil Service employee lateness is not allowed while 1.1%, 1.7% and 0.6% of the respondents were undecided, disagreed and strongly disagreed respectively. With STD of 0.83 and mean value of 4.54, it indicates that due to standardisation structure of the Civil Service employee lateness is not allowed

Accordingly, 54.7% and 39.7% of the respondents strongly agreed and agreed respectively that due to standardisation structure of the Civil Service there is increase in employee performance while 2.8%, 2.2% and 0.6% of the respondents were undecided, disagreed and strongly disagreed respectively to this statement. With the STD value of 0.81 and mean value of 4.43, it reveals that due to standardisation structure of the Civil Service there is increase in employee performance

More so, 53.4% and 43.9% of the respondents strongly agreed and agreed respectively that due to standardisation structure of the Civil Service employee loyalty is gained while 1.1%, 0.8% and 0.8% of the respondents were undecided, disagreed and strongly disagreed respectively to this idea. With the STD value of 0.65 and mean value of 4.48, it reveals that due to standardisation

structure of the Civil Service there is increase in employee performance

Finally, 66.2% and 26.0% of the respondents strongly agreed and agreed respectively that standardisation structure does not enhance the quick and effective decision making in the ministry while 2.0%, 2.8% and 3.1% of the respondents were undecided, disagreed and strongly disagreed respectively to this idea. With the STD value of 0.91 and mean value of 4.49, it reveals that standardisation structure does not enhance the quick and effective decision making in the ministry.

Test of Hypothesis

H₀₁: Standardisation structure does not has significant effect on employees' performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.665 ^a	.316	.312	.39569

a. Predictors: (Constant), Standardisation structures

Source: Researcher's Field Work (2024)

The regression coefficient (R) of 0.665 and coefficient of determinations (R²) of 0.316, one observes that about 31.6% of effect of standardisation structures may be attributed to a magnitude increase in employees' performance. In other word, more than 31.6% of the variability in observed standardisation structures is explained by employees' performance in Osun State Civil Service. The remaining percentage may be due to other factors that influence employees' performance which is not covered by this study. The result from table above shows the significant influence of each of the independent variables (Standardization structures) on the dependent variable (employees' performance) in Osun State Civil Service.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	15.385	1	15.385	98.264	.000 ^b
	Residual	55.740	356	.157		
	Total	71.126	357			

Source: Researcher's Field Work (2024)

a. Dependent Variable: employees' performance

b. Predictors: (Constant), standardisation structures

The F-value which is obtained by the Mean Square Regression (15.385) divided by the Mean Square Residual (0.157), yielding F = 98.264. In the hypothesis, the independent variable (standardisation structures) was found to have significantly predicted the dependent variable (employees' performance). Therefore, there is an effect of standardisation structures on employees' performance at F = 98.264. The table shows that the test of standardidation structures on employees' performance is significant at 0.000 p-values. The null hypothesis is thereby rejected.

Coefficients^a

Model	Unstandardised Coefficients	Standardised Coefficients	t	Sig.
	B	Std. Error	Beta	

	(Constant)	3.087	.146		21.200	.000
1	standardisation structures	.319	.032	.665	9.913	.000

a. Dependent Variable: employees' performance

Source: Researcher's Field Work (2024)

Table shows that standardisation structures and employees' performance enjoy positive relationship meaning that specialisation structures have the potential to increase employees' performance in the Civil Service. This claim is further supported by coefficient of sstructures with the value of 0.319. This indicates that 1% increase in standardisation structures will lead to increase of about 31.9% increase in employees' performance. However, in this study table revealed that the predictor variable of standardisation structures adopted by Osun State Civil service predicts employees' performance with ($\beta = .665$; $t = 9.913$; $p < 0.05$). The null hypothesis is therefore rejected.

4. DISCUSION OF FINDINGS

The findings of the study revealed that standardisation structure influence the employees performance and has direct impact in ensuring effective use of employee as well as having sense of belonging in the commission. The standardisation structure of the civil service showed a clear statement of work, rules and regulations that govern an employees which reduced employee absenteeism, lateness, and laziness from work place but increase employee performance, loyalty and enhance their participation in decision making of the civil service. This aligns with the position of Funminiya (2018), who found that standardisation systems of control positively affect employee efficiency and contribute to improved organisational effectiveness. Similarly, Nosike, Okoye, and Afodigbueokwu (2021) affirmed that structured organisational practices significantly influence employee performance by providing clarity in task execution. Moreover, compliance with set regulations leads to improvement in discipline and commitment in the employees resulting in loyalty and involvement in organisational processes. The finding is in support of Malik (2017) who further noted that workers who adhere to the laid-down rules and regulations have higher chances of being productive and focused towards organisational objectives. Thus, a strong standardisation system will not only reduce the amount of unproductive behaviours but will also enhance increased levels of performance, engagement, and organisational commitments among the civil servants.

5. CONCLUSION

The study examined the structure of standardisation and performance of employees within Osun State Civil Service. Based on the findings, the study concluded that the standardisation structures positively and significantly impact on the employee performance respectively in the Osun State Civil Service. Therefore, standardisation structure played a positive and significant role on the performance of the employees at Osun State Civil Service.

6. RECOMMENDATIONS

The study recommended that the management of Osun State Civil Service should reinforce and ensure the presence of clear standardised procedures, rules and guidelines in all its ministries and departments that would lead to uniformity in operations. This will enhance efficiency, reduce

ambiguity in task execution, and improve overall employee productivity and service delivery.

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