PROJECT ORGANIZATIONAL STRUCTURE DESIGN AND PROJECT PERFORMANCE OF NATIONAL IDENTIFICATION PROJECT, MOGADISHU, SOMALIA

Author: Mohamed Abdulkadir Osman

Co-Author: Prof Ogbe A. A

Department of Project Management, University of Kigali, Rwanda

Email: boorte122@gmail.com

Department of Project Management, University of Kigali, Rwanda

Email: austinogbe@uok.ac.rw

Abstract

Globally, Organizational Structure is broadly seen as a key aspect of organization's sustainable competitiveness and performance. That is why this study entitled "Project organizational structure design and project performance of national identification project, Mogadishu, Somalia" is being conducted. It aims to examine the effect of organizational Leadership Style on the performance of NIPS; to ascertain the effect of Organizational Size on the performance of NIPS; to determine the relationship between organizational structure and project performance of NIPS and to establish the effect of Organizational Circle on the performance of NIPS. The study employed descriptive research design in which both quantitative and qualitative data analysis were used to produce richer and more complete information. The sample size was derived from 150 participants. As the target population is limited, the researcher decided to include all those 150 participants in the study. The researcher used the questionnaire and interviews as research instruments. Regarding objective one, the findings showed that leadership styles significantly influence the performance of Nips ($\beta = 0.496$, $p < 0.05$). The R- squared of 0.161 implied that a unit change in leadership styles predict 0.161 change in the performance of nips. The F-value of 20.487 and the corresponding p-value ($p = 0.000$) which is less than 0.05 implied that leadership styles affect the performance of nips. Concerning objective two, the results indicate that the structure of the organization significantly influences the performance of NIPS ($\beta = 0.790$, $p < 0.05$). The R- squared of 0.171 implies that a unit change in the structure of the organization predicts 0.171 change in the performance of National Identification project, Somalia. The F-

value of 22.019 and the corresponding p-value (p = 0.000) which is less than 0.05 implies that the structure of the organization affects the performance of NIPS. Concerning objective three, the results indicate that the size of the organization significantly influences the performance of NIPS (β = 0.710, p< 0.05). The R- squared of 0 .126 implies that a unit change in the size of the organization predicts 0.126 change in the performance of National Identification project, Somalia. The F-value of 15.486 and the corresponding p-value (p = 0.000) which is less than 0.05 implies that the size of the organization affects the performance of NIPS. Concerning objective four, the results indicate that the circle of the organization significantly influences the performance of NIPS (β = 0.728, p< 0.05). The R- squared of 0 .123 implies that a unit change in the circle of the organization predicts 0.123 change in the performance of National Identification project, Somalia. The F-value of 14.996 and the corresponding p-value (p = 0.000) which is less than 0.05 implies that the circle of the organization affects the performance of NIPS. The recommendations include the need for the National Identification project, Somalia to ensure that the leadership styles adopted positively affect employees, to improve on communication and to put in place mechanisms to improve the use of intranet in order to strengthen the organization circle.

Keywords: Project, organization, structure, performance and national identification project.

Introduction

Globally, Organizational Structure is broadly seen as a key aspect of organization's sustainable competitiveness and performance. Over the past years, it has been considered as an essential ingredient of organizational performance and a source of sustainable competitive advantage through unifying various company Structures in the corporate group structure (Kenny, 2012). A study by Naranjo-Valencia, Jiménez-Jiménez and Sanz-Valle (2016) while studying the link between Organizational Structure and performances in Spanish companies showed that Structure can foster innovation, as well as company performance. The study established adhocratic Structure as the best innovation and performance predictor. Thus, innovation mediates the relationship between certain types of organizational Structures and performance (Idris, Wahab, &Jaapar, 2015).

Currently, the turbulent and changing environment provides a challenge for managers on how to effectively manage Organizational Structure to achieve organizational goals. The components of Organizational Structure have previously been used to improve performance management practices (Farashahi et al., 2005).Cultural aspects of excellence and a strong Structure distinguish high and low performing organizations (Peters and Waterman 2012).

In Africa, the competitive nature of the business environment and the need for organizational effectiveness has pushed organizations to review and redefine their practices and how they do things in order to achieve the organizational goals. Organizational Structure has thus become one

of the recent strategic tools used by organizations to achieve organizational effectiveness (Goffee and Jones, 2018). Despite these attempts, organizations are yet to experience high performance. Organizational Structure has been identified as one of the necessary intangible resources that a company requires to create a unified energy that steers it towards achieving its objectives (Gavric, Sormaz, &Ilic, 2016).

Taiwan Naranjo et al., (2016) studies on organization Structure were carried out on health and manufacturing organizations in the horn of Africa where Somalia is inclusive. There is no known information about the effects of organization Structure on NGO institutions which forms a basis for most projects in Somalia, hence the study.

In the course of the most recent two decades, there have been remarkable changes in the characteristics of project performances across the globe, because of the entrance of new forceful rivals into the already competitive market as well as the increased maturity of customers and the more noteworthy and increasingly proficient utilization of data innovation (Rhine and Christen, 2008 cited in Mariama-Zakari and Owusu-Ansah, 2013). Thus, in the absence of strict regulations, there has been heightened competition amongst businesses which has caused the more fragile projects to become incompetent and powerless against the rising tide of competition in the marketplace.

To increase competitive advantage for better performance, numerous projects have rebuilt consolidated, benchmarked, re-designed and executed quality and Structure administration programs which have yielded aggressive results and benefits. Despite these targeted efforts, organizations are yet to enjoy superior performance (Davidson, 2003; Zheng and McLean, 2010). An investigation into the consistency of certain projects performance has revealed that these projects do credit their prosperity to the unique cultural identity of their respective projects (Omoregbe and Umemezia, 2017).

According to the researcher, there are several reasons for poor project performance which includes: an unclear vision, lack of direction, unfavorable societal conditions, high level of bureaucracy, lack of creativity, poor vertical correspondence, and weak collaboration between cross-functional units, lack of cooperation, inferior idea and knowledge management. However, the lack of effective project Organizational Structure and poor cultural integration also greatly affect the general project performance and decrease shareholders return (Idris et al., 2015).

Therefore projects that have successfully developed a core set of values would be able to stay afloat during any volatile period, thereby remaining competitive and generating excellent project performance (Barney P, 2011). Therefore, this research intends to examine how project Organizational Structure will effect on project performance in the context of National Identification project, in Mogadishu Somalia.

The study will be significant to the National Identification Project, Somali as it will highlight the existing problems related to their organization and will suggest possible solutions. Therefore, the recommendations that will be provided by this study, if implemented will increase the performance of this organization. The study was conducted to reach the following objectives:

i. To examine the effect of organizational Leadership Style on the performance of National Identification project, Somalia.

ii. To determine the relationship between organizational structure and project performance of National Identification project, Somalia.

iii. To ascertain the effect of Organizational Size on the performance of National Identification project, Somalia.

iv. To establish the effect of Organizational Circle on the performance of National Identification project, Somalia.

2. Literature review

2.1 Definition of concepts

Transformational leadership style

Transformational leadership style focuses on developing the followers and considering their needs. In contact with the transformational leader, team members change their behavior, beliefs and adhere to high goals. Transformational leadership contrasts with so-called transactional leadership which operates more on an effort/reward, give/give model. The successes in this framework are more punctual, conditional and often of lesser magnitude (Bass &Avolio, 2016).

Charismatic leadership style

Charismatic Leadership is defined by Max Weber as "resting on devotion to the exceptional holiness, heroism or exemplary character of an individual person, and the patterns or order discovered or ordained by him". A charismatic leader must have a very clear vision and know

how to share it with passion. Several points must be met to qualify a charismatic leader: the strength of conviction, the ability to mobilize his teams, the desire to guide them and, above all, the will to succeed and carry out his project (Germano, 2010).

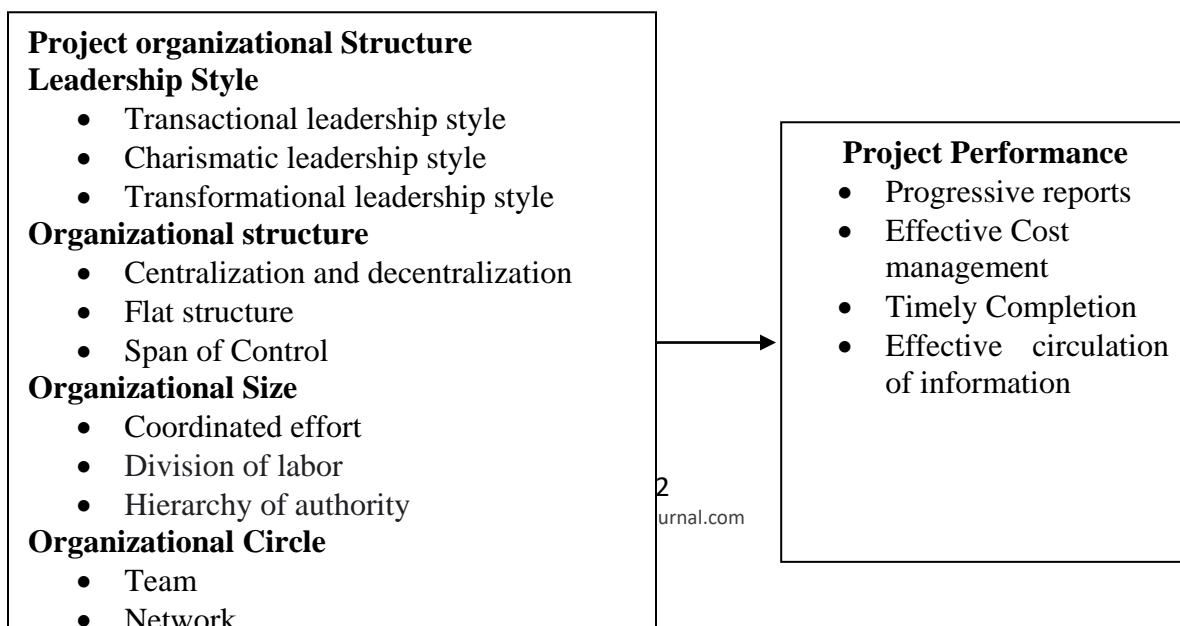**Transactional leadership style**

As its name suggests, transactional leadership is based on constant exchange and negotiation between the work accomplished and its counterpart. This system creates stability and efficiency in achieving short-term goals.Leadership has often been considered as a process of exchange in which a leader offers rewards to his subordinates, in the form of contingent rewards (Uchenwamgbe, 2013): remuneration or prestige in exchange for the work performed by his subordinates.

Project Performance

To measure the performance of a project, we use standardized notions adapted to all types of projects. We talk about milestones, tasks, budgets, etc. It is then easy to obtain an average progress indicator or an overall cost for a set of projects (Kululanga & Kotcha, 2010). Performance is measured with qualitative or quantitative result criteria (or indicators). To measure effectiveness, a criterion is used that expresses a relationship between the result obtained and the objective sought (Cervone, 2016).

2.2 Conceptual framework

The conceptual framework below illustrates the relationship between the study variables as illustrated below:

**Project organizational Structure
Leadership Style**
- Transactional leadership style
- Charismatic leadership style
- Transformational leadership style

Organizational structure
- Centralization and decentralization
- Flat structure
- Span of Control

Organizational Size
- Coordinated effort
- Division of labor
- Hierarchy of authority

Organizational Circle
- Team
- Network

Project Performance
- Progressive reports
- Effective Cost management
- Timely Completion
- Effective circulation of information

From the above Conceptual framework, the independent variable of the study is Project Organizational Structure measured by; Leadership Style, Organizational structure, Organizational Size and Organizational Circle. On the other hand, the Dependent Variable of the study is project performance, which is operationalized as; Progressive reports, Effective Cost management and Timely Completion.

2.3 Theories Underpinning the Study

This study relies on the Schein's Three Layer Organizational Model. This theory was chosen as itis in a close relation with the problem under study. Schein's model of organizational structure was developed in 1980 by Edgar Schein, then Sloan Professor Emeritus at the Sloan School of Management at MIT. This model is constructed in three levels. In his model, Structure is seen in three levels .These levels go from the instantly recognizable indications that one can see and feel to the profoundly implanted, oblivious, fundamental presumptions that are the fundamentals of Structure and in the middle of these layers are different embraced convictions, ideals, standards, and principles of conduct that individuals use as a method for portraying the way of life to themselves as well as other people (Schein 2004).

In level one, which is most noticeable level of Structure, Schein (1985) identified artifacts and symbols that mark the surface of the organization. It is not difficult to watch artifacts yet it is hard to make sense of what they mean, how they interrelate and what more profound examples, assuming any, they reflect. The second level is made of upheld values. As indicated by Schein (1985), numerous standards stay cognizant and are unequivocally enunciated in light of the fact that they serve as the ethical capacity of managing individuals and a guide on how to manage certain circumstances. Values endow people with objectives to make every effort for and worthy

approaches to accomplish the objectives (Feldman and Arnold, 1983). Edgeman and Frahm (2013) proved the applicability of Schein cultural model on a case study of Hempel's Subsidiary in Indonesia by studying the effective strategy for lean implementation under a culturally diversified environment.

The last level is composed of indispensable underlying assumptions and as indicated by Schein (1985), the core of a firm's Structure lies in this level. Facts are gathered by watching conduct conscientiously to assemble fundamental assumptions since they are at times underestimated and not acknowledged (Luthans, 1985). Essential presumptions turn out to be so underestimated that one discovers little variety inside a social unit and guide conduct and advise individuals how to make out, ponder and experience about work, objectives, human relations and the effectiveness of workers (Schein, 1985). According to Schein, the three elements of corporate Structure are central to any firm's effectiveness.

2.4 Empirical review

The effect of Leadership Style on the project performance

The swiftly rising change of manager's leadership characteristics and behaviors influence the success or failure in organizational change and relationship between leadership characteristics or behaviors and organizational changes has been explored over more than last two decades (Vitez, 2017). Leadership style and personal traits have been determined as critical success factor for failure or success of a project, in most of research (Munirat et al, 2014).

The effect of project organizational structure on project performance

Project Structure is one of the most influential factors of successful project implementation in enterprises and is part of the overall organizational Structure (Skarabot, 2018). The establishment of management structures for the management of a project is one of the important activities required for accomplishing goals. Shaker (2013) in a publication reviewing Peter Drucker books, who argues that management is the function, which involves getting things done through other people.

Pinto (2010) reveals four ways organizational Structure can affect project management. First, it affects how departments are expected to interact and support each other in the pursuit of project goals. Second, the Structure influences the level of employee commitment to the goals of the project in the context of balancing them with other, potentially competing goals. Third, the organizational Structure influences project planning processes such as the way work is estimated

or how resources are assigned to projects. Finally, the Structure affects how managers evaluate the performance of project teams and how they view projects' outcomes. The most important issue is top and senior management support (Kerzner, 2011; Tinnirello, 2011). The lack of top management involvement is the primary challenge project managers felt was most deserving of their attention (Simonsen, 2017). Young & Jordan (2018) provide the following definition of top management support: CEO and other senior managers devote time to review plans, follow up on results and facilitate management problems. The relationship between project management and senior management is equally important

The effect of project Organizational Size on project performance

An Organizational Structure has a significant impact on its performance and achievement. Hofstede (2001)found a positive relationship between the organization Structure and long term economic performance. Yazici (2009) defined Organizational Structure as the set of values, beliefs, and behavioral norms that show how work is done in the organization.

Organizational Structure is an essential element to unify various units and divisions in the corporate group structure (Kenny, 2012). Diversification is one of the corporate group strategies since the 1960s (Eukeria&Favourate, 2014; Purkayastha, 2013). The Organizational Structure must align with the company's business strategy. Several study findings in the area of Organizational Structure showed that without Organizational Structure support, managers fail to succeed implementing and maintaining their strategy (Eaton &Kilby, 2015; Weber &Tarba, 2012).

The effect of project Organizational Circle on project performance

Lim, Griffiths, and Sambrook (2010) developed the Organizational Circle Model of Organizational Structure borrowing from the concept of Phenotype from genetics. "A phenotype refers to the observable characteristics of an organism. It results from the expression of an organism's genes and the influence of the environment. The expression of an organism's genes is usually determined by pairs of alleles. Alleles are different forms of a gene.

3. Methodology

3.1 Research philosophy

The study employed descriptive research design in which both quantitative and qualitative data analysis have been used to produce richer and more complete information. It also attempts to

capture attitude of past behavior. Survey studies asses the characteristics of whole population. In this case information was needed to describe the evaluation of stakeholders' involvement in the project success in Somalia.

The researcher used this research design because it can help to observe the phenomenon in a completely natural and unchanged natural environment and also provides an opportunity to integrate the qualitative and quantitative methods of data collection.

3.2 Population

According to Somali National Identification System Project (2018) Report, the total population of the project is150 staffs. The target population therefore is 150 participants and these include project staff and project managers of Somali National Identification System Project and other community/ opinion leaders.

3.3 Sampling and sampling techniques

According to Berg and Crall (2013), if the target population is composed by a limited number of individuals, such as employees of small and medium enterprises, there is no need of sampling. The researcher must include the whole target population in the study. Therefore, this study considered all 150 individuals of the target population.

3.4 Data collection instruments and procedures

Questionnaire

The researcher used close ended questions where the respondents were required to choose among the predetermined responses to the asked questions. The questionnaire was formatted based on Likert scale design. Therefore, frequency and mean have been analyzed on each question. The following model was used:

ITEM	STATEMENTS	SD	D	N	A	SA
		1	2	3	4	5

With:

SD: Strongly Disagree

D: Disagree

N: Neutral

A: Agree

SA: Strongly Agree

Interview

The researcher organized key informant interviews with Project managers with the use of interview guides. The researcher therefore has to interact with the respondents, face to face and ask them relevant questions to the study. The method was used purposely because it provides for a systematic flow of information due to the order of questions and it also helps in covering information that was left out in the questionnaires.

Documentary

In this study, the researcher read different documents related to the topic and different reports published by the National identification Project, Somalia.

3.5 Data Analysis and presentation techniques

The data collected was analyzed using descriptive statistics. This was represented in percentages, tables, chart and graphs. The data was first edited to get relevant data to address the research questions under the study. The data was presented through report writing, graphs, tables and pie-charts. The data was analyzed both quantitatively and qualitatively.

3.6 Ethical consideration of the study

To ensure ethical considerations in undertaking the study and the safety, social and psychological well-being of the respondents involved in the study, the researcher got an introductory letter from Kigali University. On the other hand, to ensure the safety of the person and/or community involved in the study the researcher got the consent of the respondents before they fill in the questionnaires. The study also ensured the privacy and confidentiality of the information provided by the respondent which must be solely used for academic purposes.

4. Findings

Table 4.1 Profile of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Gender				
Male	107	71.3	71.3	71.3
Female	43	28.7	28.7	100.0
Total	150	100.0	100.0	
Age				
25-29 years	91	60.7	60.7	60.7
30-34 years	27	18.0	18.0	78.7

35-39 years	8	5.3	5.3	85.0
40-44 years	11	7.3	7.3	92.3
45-49 years	4	2.7	2.7	95.0
50-54 years	2	1.3	1.3	96.3
55-59 years	7	4.7	4.7	100.0
Total	150	100.0	100.0	
Education				
PHD	33	22.0	22.0	22.0
Masters	41	27.3	27.3	49.3
Bachelors	71	47.3	47.3	96.6
Diploma	2	1.3	1.3	97.9
Certificate	3	2.0	2.0	100.0
Total	150	100.0	100.0	
Department				
Procurement	29	19.3	19.3	19.3
Planning	53	35.3	35.3	54.6
Accounting & Finance	44	29.3	29.3	83.9
Logistics	24	16.1	16.1	100.0
Total	150	100.0	100.0	
Working experience				
0-4 years	74	49.3	49.3	49.3
5-9 years	47	31.3	31.3	80.6
10-14years	22	14.7	14.7	95.3
15 and above years	7	4.7	4.7	100.0
Total	150	100.0	100.0	
Category of respondents				
Top Management staff	25	16.7	16.7	16.7
Operational staff	62	41.3	41.3	58.0
Accountant	26	17.3	17.3	75.3
Supervisor	16	10.7	10.7	86.0
Procurement/Admin	21	14.0	14.0	100.0
Total	150	100.0	100.0	

Source: Primary data, 2022

Concerning gender, the results in Table 4.1 indicate that 107 respondents (71.3%) are men while 43 (28.7%) are women. Concerning age, the results indicate that 91 respondents (60.7%) are 25-29 years, 27 (18.0%) are the age of 30-34 years, 8 (5.3%) are the age of 35-39 years, 11 (7.3%) are the age of 40-44 years, 4 (2.7%) are the age of 45-49 years, 2 (1.3%) are the age of 50-54 years, while 7 (4.7%) are aged 55-59 years.

Concerning education level, the results show that 33 respondents (22%) have PHD, 41 (27.3%) have masters' degrees, 71 (47.3%) have bachelors' degrees, 2 (1.3%) have Diploma and 3 (2%) have certificates. Concerning department, 29 respondents (19.3%) work in procurement, 39 (35.3%) work in planning, 44 (29.3%) work in accounting & Finance while 24 (16.1%) work in logistics.

Concerning working experience, the results indicate that 74 (49.3%) have 0-4 years of working experience, 47 (31.3%) have 5-9 years, 22 (14.7%) have 10-14 years while 7(4.7%) have 15 and above years. Concerning the category of respondents, the results show that 25 (16.7%) are top managers, 62 (41.3%) are operational staff, 26 (17.3%) are accountants, 16 (10.7%) are supervisors and 21 (14.0%) are procures or administrators.

4.1 Findings from quantitative data

Table 4.2Organizational Leadership Style and performance of NIPS

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.401ª	.161	.153	6.62694		
a. Predictors: (Constant), Leadership Style						

ANOVAᵇ						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	899.721	1	899.721	20.487	.000ª
	Residual	4699.049	148	43.916		
	Total	5598.771	149			
a. Predictors: (Constant), Leadership Style						
b. Dependent Variable: Performance						

Coefficientsª					
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.

		B	Std. Error	Beta		
1	(Constant)	12.474	3.914		3.187	.002
	Leadership Style	.496	.110	.401	4.526	.000
a. Dependent Variable: Performance						

Source: Primary data, 2022

Results from table 4.2 indicated that leadership styles were positively related with the performance of National Identification project, Somalia (r=0.401). However, since the r-value was less than 0.5, this meant that the relationship between leadership styles and the performance of National Identification project, Somalia was weak. The results from table 4.2 further indicate that leadership styles significantly influence the performance of National Identification project, Somalia ($\beta = 0.496$, p< 0.05). The R- squared of 0 .161 implied that a unit change in leadership styles predict 0.161 change in the performance of National Identification project, Somalia. The F-value of 20.487 and the corresponding p-value (p = 0.000) which is less than0.05 implied that leadership styles affect the performance of National Identification project, Somalia.

The null hypothesis of no significant effect of leadership styles on the performance of National Identification project, Somalia was rejected thus the alternative hypothesis that is; there is a significant relationship between organizational Leadership Style and project performance of National Identification Project, Somalia was accepted.

Table 4.3 Organizational Structure and performance of NIPS

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.413a	.171	.163	6.58748	
a. Predictors: (Constant), Structure					
ANOVAb					
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	955.511	1	955.511	22.019	.000a
	Residual	4643.260	148	43.395		
	Total	5598.771	149			
a. Predictors: (Constant), Structure						
b. Dependent Variable: Performance						
Coefficientsa						

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.471	2.942		5.599	.000
	Structure	.790	.168	.413	4.692	.000
a. Dependent Variable: Performance						

Source: Primary data, 2022

The results from table 4.3 indicates that the structure of the organization is positively related with the performance of National Identification project, Somalia (r=0.413). However, since the R-value is less than 0.5, this means that the relationship between the structure of the organization and the performance of National Identification project, Somaliais weak. The results from table 4.4 further indicate that the structure of the organization significantly influences the performance of National Identification project, Somalia ($\beta = 0.790$, $p < 0.05$). The R- squared of 0 .171 implies that a unit change in the structure of the organization predicts 0.171 change in the performance of National Identification project, Somalia. The F-value of 22.019 and the corresponding p-value ($p = 0.000$) which is less than 0.05 implies that the structure of the organization affects the performance of National Identification project, Somalia.

The null hypothesis of no significant effect of the structure of the organization on the performance of National Identification project, Somalia was rejected thus the alternative hypothesis that is; there is a significant relationship between organizational structure and project performance of National Identification Project, Somalia was accepted.

Table 4.4 Organizational Size and performance of NIPS

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.356[a]	.126	.118	6.76087	
a. Predictors: (Constant), Size					

ANOVA[b]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	707.868	1	707.868	15.486	.000[a]
	Residual	4890.903	148	45.709		
	Total	5598.771	149			

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.356ᵃ	.126	.118	6.76087	
a. Predictors: (Constant), Size					
b. Dependent Variable: Performance					

Coefficientsᵃ						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	17.956	3.117		5.761	.000
	Size	.710	.181	.356	3.935	.000
a. Dependent Variable: Performance						

Source: Primary data, 2022

Results from table 4.4 indicates that the size of the organization is positively related with the performance of National Identification project, Somalia (r=0.356). However, since the r-value is less than 0.5, this means that the relationship between the size of the organization and the performance of National Identification project, Somaliais weak. The results from table 4.3 further indicate that the size of the organization significantly influences the performance of National Identification project, Somalia (β = 0.710, p< 0.05). The R- squared of 0 .126 implies that a unit change in the size of the organization predicts 0.126 change in the performance of National Identification project, Somalia. The F-value of 15.486 and the corresponding p-value (p = 0.000) which is less than 0.05 implies that the size of the organization affects the performance of National Identification project, Somalia.

The null hypothesis of no significant effect of the size of the organization on the performance of National Identification project, Somalia was rejected thus the alternative hypothesis that is; there is a significant relationship between Organizational Size and project performance of National Identification Project, Somalia was accepted.

Table 4.5 Organizational Circle and performance of NIPS

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.351ᵃ	.123	.115	6.77444	

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.351[a]	.123	.115	6.77444	
a. Predictors: (Constant), Circle					

ANOVA[b]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	688.221	1	688.221	14.996	.000[a]
	Residual	4910.550	148	45.893		
	Total	5598.771	149			
a. Predictors: (Constant), Circle						
b. Dependent Variable: Performance						

Coefficients[a]					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	17.720	3.225		5.494	.000
	Circle	.728	.188	.351	3.872	.000
a. Dependent Variable: Performance					

Source: Primary data, 2022

Results from table 4.5 indicates that the circle of the organization is positively related with the performance of National Identification project, Somalia (r=0.351). However, since the R-value is less than 0.5, this means that the relationship between the circle of the organization and the performance of National Identification project, Somaliais weak. The results from table 4.5 further indicate that the circle of the organization significantly influences the performance of National Identification project, Somalia ($\beta = 0.728$, p< 0.05). The R- squared of 0 .123 implies that a unit change in the circle of the organization predicts 0.123 change in the performance of National Identification project, Somalia. The F-value of 14.996 and the corresponding p-value (p = 0.000) which is less than 0.05 implies that the circle of the organization affects the performance of National Identification project, Somalia.

The null hypothesis of no significant effect of the circle of the organization on the performance of National Identification project, Somalia was rejected thus the alternative hypothesis that is;

there is a significant relationship between Organizational Circle and project performance of National Identification Project, Somalia was accepted.

4.2 Findings from qualitative Data

Effect of organizational Leadership Style on the performance of NIPS

In general, most employees agreed that organization leadership style, size, structure and circle have an effect on the performance of National Identification project, Somalia, which is evidenced by the primary data presented above. First, the researcher further asked the key interview informants how a good organizational leadership style is key at the National Identification project, Somalia and the responses were stated verbatim below:

The leadership vital function is to produce change and set direction to cope with change in a project and that a reality within our institution. Also, the essential leadership and managerial knowledge, skills, competencies and characteristics ensure successful completion of projects through right decisions at right time and by employing right people at right places as National Identification project, Somalia does (Top manager).

Here in NIPS, we make effort to have a strong project leadership which ensures its contribution towards project success with a great deal of dedication, commitment, significance and accomplishment of project objectives. In addition, the implemented leadership Approachand personal traits for NIPS managers are key elements in the success for our project (Accountant).

A procurement officer added that NIPS leaders motivate and inspire other employees by satisfying their basic human needs. He tries to push his subordinates in the right direction because burst of energy is required for achieving grand vision. The current leader uses all available means to motivate and influence other employee for change.

Relationship between organizational structure and NIPS performance

The researcher asked the key interview informants how their organizational structure is a key element in the performance of the National Identification project, Somalia and the responses were stated verbatim below:

The administrative assistant said that the structure of the National Identification project, Somalia decides the level of employee commitment to the goals of the organization in the context of

balancing them with other, potentially competing goals. It also determines how departments are expected to interact and support each other in the pursuit of organizational goals.

A top manger added that the structure of the National Identification project, Somalia influences organizational planning processes such as the way work is estimated or how resources are assigned to organizations. It also determines how managers evaluate the performance of project teams and how they view organizational outcomes.

Effect of Organizational Size on NIPS performance

The researcher asked the key interview informants how their organizational size is a key element in the performance of the National Identification project, Somalia and the responses were stated verbatim below:

The size of the National Identification project, Somalia directly influences the pattern of basic assumptions-invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration in the organization. As a result, the size of our organization determines the culture, set of values, beliefs, and behavioral norms that show how work is done in the organization (Top Manager).

A procurement officer added that the size of the National Identification project, Somalia determines the ways of unifying various units and divisions in the corporate group structure. It is its size that determines organizational culture which goes hand in hand with the company's business strategy.

Effect of Organizational Circle on NIPS performance

The researcher asked the key interview informants how their organizational circle is a key element in the performance of the National Identification project, Somalia and the responses were stated verbatim below:

In our organization, there is a network allowing employees to interact each other but also to interact with our partners and clients. Therefore, the National Identification project, Somaliais constituted as a set of people who synergize individual competencies to achieve newer dimensions (Accountant).

The National Identification project, Somalia has set up internal mechanisms allowing it to insure the quality of organizational structure revolving around the competencies of teams in totality. He

added that in bureaucratic organizations, employees can benefit from the flexibility of teams (procurement officer).

In sum, the National Identification project, Somalia implies a better organizational structure design to insure its performance. This is visible in a set of elements including organizational leadership style, its size, structure and circle.

5. Conclusion

The overall results showed that concerning Objective 1, it has been found that the variables indicated in the regression model as independent variables on Organizational Leadership Style explain the variation of the performance of National Identification project, Somaliaon levels equating their parameters. Concerning objective 2, it was found that organizational structure based on its variables indicated in the regression models explains the performance of National Identification project, Somalia. Concerning Objective 3, it has been found that the variables indicated in the regression models on organizational size explain the performance of National Identification project, Somalia. Therefore, the increase in organization size results in increase in the performance of National Identification project, Somalia. And concerning objective 4, it was found that organizational circle based on its variables indicated in the regression models explains the performance of National Identification project, Somalia.

References

Agbozo, G. K., Owusu, I. S., Hoedoafia, M. A., &Atakorah, Y. B. (2017). The effect of work environment on job satisfaction: Evidence from the banking sector in Ghana. Journal of Human Resource Management, 5(1), 12-18.

Agwu, M. O. (2015). Teamwork and employee performance in the bonny Nigeria liquefied natural gas plant. Strategic Management Quarterly, 3(4), 39-60.

Almasri, A. k., Alsaraireh, J. M., & Bader, D. M. (2013).The effect of strategic business objectives alignment with information management on enhancing small organization performance. International Journal of Computer Applications, 72(3), 24-28.

Al-Surmi, A., Cao, G., &Duan, Y. (2016).The impact of triadic strategic alignment on organizational performance. International Conference on Engineering Technologies and Big Data Analytics, 5-12.

Ansar, S., Aziz, H., Majeed, A., &Rassol, U. (2016).Impact of charismatic leadership style on organizational effectiveness. International Journal of Scientific & Engineering Research, 7(11), 673-677.

Baker, J., & Jones, D. (2018).A theoretical framework for sustained strategic alignment and an agenda for research.Proceedings of JAIS Theory Development Workshop. Sprouts: Working Papers on Information Systems 8 (16).

Bateman, S., &Zeithman, P. (1993). Management, Function and Strategy (2nd ed.). Illinois: Irwin.

Bissett, M. F. (2014). The role of values and value congruence for job satisfaction, person organization fit, work engagement and resilience. Canterbury: Masters thesis, University of Canterbury.

Boadu, F., Dwomo-Fokuo, E., Boakye, J. K., &Kwaning, C. O. (2014). Training and development: A tool for employee performance in the district of assemblies in Ghana. International Journal of Education and Research, 2(5), 513-522.

Burcharth, A., Knudsen, M. P., &Søndergaard, H. A. (2017).The role of employee autonomy for open innovation performance. Business Process Management, 23(6), 1245-1269.

Cameron, K., & Quinn, R. (1999). Diagnosing and Changing Organizational Structure: Based on the Competing Values Framework. Reading, MA: Addison-Wesley.

Çekmecelioglua, H. G., &Günsel, A. (2011). Promoting creativity among employees of mature Industries: The effects of autonomy and role stress on creative behaviors and job performance. Procedia Social and Behavioral Sciences, 24, 889–895. 52

Charbonnier-Voirin, A., &Roussel, P. (2012).Adaptive performance: A new scale to measure individual performance in organizations. Canadian Journal of Administrative Sciences, 12, 280–293.

Chukwu, B., &Aguwamba, S. (2017). The impact of Organizational Structureon performance of banking industry in Nigeria. International Journal of Economics, Commerce and Management, 5(4), 201-214.

Cooke, R., & Lafferty, J. (1989).Organizational StructureInventory. Plymouth: Human Synergistics.

Cressey, P., Totterdill, P., & Exton, R. (2013).Workplace social dialogue as a form of 'productive reflection'. International Journal of Action Research, 9(2), 209-245.

Curteanu, D., &Constantin, I. (2010).Organizational Structurediagnosis - a new model. Manager Journal, 14-21.

Dauber, D., Fink, G., &Yolles, M. (2012).A configuration model of organizational Structure. Sage Open, 2(1), 1-16.

Delobbe, N., Haccoun, R., &Vandenberghe, C. (2002).Measuring core dimensions of organizational Structure: A review of research and development of a new instrument.A review of research and development of a new Instrument, 17th The Society of Industrial and Organizational Psychology Conference. Toronto, Canada.

Denison, D. (1990). Corporate Structure and organization Effectiveness. New York, YK: Wiley and Sons Ltd.

Diab, S. M., &Ajlouni, M. T. (2015).The influence of training on employee's performance, organizational commitment, and quality of medical services at Jordanian private hospitals. International Journal of Business and Management, 10(2), 117-127.

Felipe, C. M., Roldán, J. L., & Leal-Rodríguez, A. L. (2017).Impact of Organizational Structurevalues on organizational agility.Sustainability, 9, 1-23.

Gavrea, C., Ilies, L., &Stegerean, R. (2011). The determinants of organizational performance: The case of Romania. Management & Marketing Challenges for the Knowledge Society, 6(2), 285-300.

Gavric, G., Sormaz, G., &Ilic, D. (2016). The impact or organizationalStructure on the ultimate performance of a company. International Review, 3(4), 25-30.

Hafeez, U. (2015). Impact of training on employees performance: Evidence from pharmaceutical companies in Karachi, Pakistan. Business Management and Strategy, 6(1), 49-64.

Hair, J. (2003).Essentials of Business Research Methods. New York, NY: Wiley. 53

Hajar, I. (2015). The effect of business strategy on innovation and firm performance in the small industrial sector. The International Journal Of Engineering And Science, 4(2), 1-9.

Hamel, C. v., &Rademakers, M. (2016). Building customer-centric organizations:Sharing factors and barriers. Journal of Creating Value, 2(2), 211-230.

Hänninen, D.-J.(2017). A Customer-Centric View of the Importance and Value of CRM Elements.Masters thesis, Aalto University School of Business.

Hofstede, G., Neuijen, B., Ohayv, D., & Sanders, G. (1990).Measuring organizational Structure: A quantitative and qualitative study across two cases. Administrative Science Quartely, 35, 286-316.

Ince, M., &Gül, H. (2011). The role of the organizational communication on employees' perception of justice: A sample of public institution from Turkey. European Journal of Social Sciences, 21(2), 106-124.

Jenatabadi, H. S. (2015). An overview of organizational performance index: Definitions and measurements. ResearchGate, 1-10.

Jundti, D. K., Shoss, M. K., & Huang, J. L. (2015). Individual adaptive performance in organizations: A review. Journal of Organizational Behaviour, 36, S53–S71.

Kahkha, A. O., Kahrazeh, A., &Armesh, H. (2014).Corporate entrepreneurship and firm performance important role of small and medium enterprise. International Journal of Academic Research in Business and Social Sciences, 4(6), 8-25.

Kanagasabai, K. (2008). Market orientation and company performance: A study of selected Japanese and Sri Lankan companies. 291-308.

Kelemba, J., Chepkilot, R., &Zakayo, C. (2017). Influence of teamwork practices on employee performance in public service in Kenya. African Research Journal of Education and Social Sciences, 4(3), 1-9.

Kenya Power. (2017). Annual Report and Financial Statements for the Year ended 30 June 2017. Nairobi: Kenya Power.

Khan, S., &Mashikhi, L. S. (2017). Impact of teamwork on employees performance. International Journal of Education and Social Science, 4(11), 14-21.

Laursen, K. (2012). Keep searching and you'll find: what do we know about variety creation through firms search activities for innovation. Industrial and Corporate Change, 21(5), 1181-1220.

Leal-Rodríguez, A., Ariza-Montes, J., Morales-Fernández, E., & Eldridge, S. (2016). Assessing the links between organizationalStructures and unlearning capability: Evidence

from the Spanish automotive components industry. International Journal of Innovation Learning, 20, 422–436.

Lee, J.-Y., Sridhar, S., Henderson, C. M., &Palmatier, R. W. (2014).Effect of customer-centric structure on long-term financial performance.Marketing Science.