

**DIUAJ**

**Daha International University  
Academic Journal**



*Research Article*

**ORGANISATIONAL STRUCTURE AND EMPLOYEES' PRODUCTIVITY: A STUDY OF  
MOGADISHU LOCAL GOVERNMENT, SOMALIA**

Ali Abdi Yusuf, [zaciim112@gmail.com](mailto:zaciim112@gmail.com)

**ABSTRACT**

The study sought to investigate the effects of organizational structure on employee productivity in Mogadishu local government, Somalia, with two specific goals in mind: determining the contributions of formalization and investigating the effects of departmentalization on employee productivity. The behaviors and relationships between the variables were described using a descriptive research design and a quantitative approach. The target population was 160 people, including managers, politicians, NGOs, and civil society members, with a sample size of 144 chosen using Slovine's formula and simple random sampling to ensure equitable representation. Data were gathered using questionnaires, cleaned, coded, and analyzed with the Statistical Package for Social Scientists (SPSS), which used descriptive and inferential statistics.

The findings revealed that formalization increased employee creativity (Mean = 2.80), made recruitment easier (Mean = 2.58), and increased efficiency (Mean = 2.99), but was less effective at improving communication and service consistency. Departmentalization factors such as supplier characteristics (mean = 3.01), regulatory frameworks (mean = 2.70), and accountability demand (mean = 2.70) were rated satisfactory, while societal and environmental influences were rated unsatisfactory (mean = 2.31). Overall, the average mean score for both formalization and departmentalization on employee productivity was satisfactory (Mean = 2.71), indicating a moderate positive impact with room for improvement in communication, consistency, and responsiveness to external factors.

## INTRODUCTION

Organizational Behavior structure Origins, has its roots in the late 1920s, when the Western Electric Company launched a now-famous series of studies of the behavior of workers at its Hawthorne Works plant in Cicero, Ill. Researchers there set out to determine whether workers could be made to be more productive if their environment was upgraded with better lighting and other design improvements. To their surprise, the researchers found that the environment was less important than social factors (Hoxie, 2015). It was more important, for example, that people got along with their co-workers and felt their bosses appreciated them. Those initial findings inspired a series of wide-ranging studies between 1924 and 1933 they included the effects on productivity of work breaks, isolation, and lighting, among many other factors (Nyland, 2016).

Bess, Perkins, and McCown (2021) articulate that the foundation of organizational learning capacity rests on two pivotal elements: the alignment of organizational systems and the establishment of a culture oriented towards learning and development. The alignment of organizational systems encompasses the adaptive practices and behaviors of organizational members in navigating the myriad challenges and opportunities that arise both internally and externally. This notion aligns with Pawlowsky's (2021) conceptualization of organizational learning, which he describes as the process of modifying organizational knowledge systems to enhance the organization's capability to better understand and assess its internal and departmental operations. Leadership plays a crucial role in this alignment process by implementing a systems-oriented approach in both management and communication (Bess et al., 2021; Gephart, Marsick, Van Buren, & Spiro, 2016; Marsick & Watkins, 2023). The second foundational element, a culture of learning and development, is characterized by practices and behaviors that foster open communication, continual learning, empowerment, and development of staff (Bess et al., 2021). This culture underscores the significance of fostering an environment that encourages inquiry, knowledge exchange, learning, and the questioning of established norms, thereby facilitating the ongoing adjustments needed to meet stakeholder demands.

Local governments in the United States are under pressure to evolve and bring about innovation in numerous sectors, even as they tackle persistent issues. Chantrill (2015) forecasts that local government debt in the U.S. will escalate to \$1.913 trillion. There is a growing expectation among citizens for these governments to spearhead efforts in economic revival and sustainability projects that enhance living standards. Furthermore, these governments are in a race to attract highly skilled workers amidst rapid advancements in information technology and demands from employees for higher wages, driven by escalating healthcare costs and diminishing benefits, all in an era of strict budget constraints. These dynamics have fundamentally altered the operational landscape for local governments, as noted by Yeung, Ulrich, and Nason (2019). Echoing this sentiment, Ray Stata, the Chairman of Analog Devices, emphasized in 2019 that the capacity for rapid learning by individuals and organizations might become the sole enduring competitive edge, particularly in sectors heavily reliant on knowledge (Paton & McCalman, 2018).

To effectively manage these demands, some form of land administration infrastructure is required. This infrastructure should allow for the identification, mapping, and management of a complex range of

rights, restrictions, and responsibilities, serving as a basis for policy formulation and implementation. There are two essential aspects to building such land administration infrastructures: first, the establishment of the appropriate land administration system itself, and second, ensuring that there is a sustainable long-term capacity of educated and trained personnel to operate the system in both the public and private sectors (Elliott, 2021).

According to Johnston, et al (2018), Community development is a process where community members come together to take collective action and generate solutions to common problems. Community wellbeing (economic, social, environmental and cultural) often evolves from this type of collective action being taken at a grassroots level.

In Somalia, organizational structure and employees' productivity are complex issues that are influenced by a number of factors, including: country's long history of conflict and instability, lack of skilled labor, prevalence of the informal sector, traditional Somali culture (Ibrahim, R.M., et al, 2023). Despite these challenges, there are a number of organizations in Somalia that are successfully implementing modern organizational structures and practices. These organizations are able to achieve higher levels of employees' productivity by investing in training and development, creating a positive work environment, and providing employees with opportunities for advancement. Organizational structure is the way that an organization is structured, including its departments, roles, and reporting lines. It is a framework that helps organizations to achieve their goals and objectives by coordinating the activities of their employees. Employees' productivity is the measure of how much work an employee produces in a given period of time. There is a strong relationship between organizational structure and employees' productivity (Ibrahim, R.M., et al, 2023).

In Somalia, Mogadishu Local Governments have established different programs aimed at promoting good service delivery through setting up of well-structured market centers, schools, health facilities (hospitals and clinics), well-constructed mosques, good road networks, and many more through embarking on different capacity building activities which have been supported by the federal government of Somalia, in order to address the challenges faced by citizens in accessing good social services. With this therefore Garowe local government has been in capacity to offer enhanced social and economic development at regional level (Korir, 2023).

The organizational structure of Mogadishu Local Government would be designed to facilitate efficient decision-making, promote accountability, and optimize resource allocation, leading to high levels of employee productivity and effective service delivery (Bovaird & Löffler, 2023). However, the actual situation within Mogadishu Local Government reveals several challenges. The organizational structure may be characterized by bureaucratic inefficiencies, lack of transparency, and inadequate mechanisms for citizen participation (Mohamed & Li, 2015). These factors contribute to low employee morale, suboptimal productivity levels, and limited progress in addressing the needs of the urban population. The gaps in the organizational structure and employee productivity within Mogadishu Local Government are characterized by bureaucratic inefficiencies, lack of transparency, and inadequate mechanisms for citizen participation (Mohamed & Li, 2015). These deficiencies contribute to challenges such as delayed decision-making processes (Abdi, 2019), weak accountability mechanisms leading to mismanagement of public

resources (Hassan, 2017), low morale and productivity among staff members due to limited opportunities for empowerment and professional development (Mohamud & Hussein, 2018), and deficiencies in service delivery due to inadequate resource allocation and infrastructure constraints (UN-Habitat, 2018).

Addressing these gaps is crucial for enhancing governance effectiveness, decision-making processes, and employee engagement within Mogadishu Local Government. This study aims to address these gaps and problems by conducting a comprehensive examination of the organizational structure and its impact on employee productivity within Mogadishu Local Government. By identifying areas for improvement and recommending evidence-based strategies for enhancing organizational effectiveness, decision-making processes, and employee engagement, the study intends to contribute to the development of actionable insights for enhancing governance and service delivery in Mogadishu (Kipkorir & Ng'etich, 2018). The study seeks to provide insights that can guide the design and adoption of an organizational structure that aligns with the goals of enhanced employee performance and organizational success. The purpose of the study was to examine the effects organizational structure and employees' productivity in Mogadishu local government, Somalia.

#### Research objectives

- i. To establish the contributions of formalization to employees' productivity in Mogadishu local government, Somalia.
- ii. To investigate the effects of departmentalization on employees' productivity in Mogadishu local government, Somalia.

## LITERATURE REVIEW

### 1. Concept of organization structure

The concept of Organizational Citizenship Behavior (OCB) pertains to the behavioral characteristics of individuals that enhance the effectiveness of an organization (Podsakoff et al., 2024). OCB has the potential to influence an organization's ability to innovate, be productive, and remain responsive (Podsakoff et al., 2024). Coined by Organ (2018), OCB describes behaviors where employees voluntarily go above and beyond their formal job duties without expecting additional recognition or rewards (Organ et al., 2016). In organizational literature, OCB is commonly defined as actions that support organizational functioning beyond the requirements of one's role (Organ et al., 2016).

In effective organizations, employees often engage in non-mandatory tasks beyond their formal job responsibilities, known as extra-role behaviors, without expecting additional recognition or compensation (Kim et al., 2020). Decentralized Local Governments (LGs), like other organizations, can enhance service delivery by fostering OCB among employees. This involves creating environments conducive to OCB, where factors encouraging OCB are strengthened, and barriers are reduced (Oplatka, 2016). However, while OCB has been extensively studied in both private and public sector organizations worldwide (DiPaola & Mendes da Costa Neves, 2019), there is a lack of research on OCB in LGs, particularly regarding service delivery in developing countries.

The academic acknowledgment of organizational citizenship dates back to the 1930s when Barnard (2018) emphasized the importance of individuals' willingness to cooperate for organizational performance (DiPaola & Tschannen-Moran, 2021). Katz and Kahn (2016) further highlighted that extra-role behaviors enhance organizational effectiveness. Organ (2018) defined OCB as discretionary individual behavior not explicitly recognized by the formal reward system, yet collectively promotes the efficient functioning of the organization (Organ, 2018).

Similarly, a series of studies from Katz and Kahn (2016) to DiPaola and Mendes da Costa Neves (2019) suggest that for an organization to thrive, employees must exhibit three types of behaviors: they must join and remain in the system, fulfill their roles reliably, and demonstrate innovative behaviors beyond their job requirements to fulfill organizational functions. This implies that successful organization members not only meet but exceed expectations, willingly offer suggestions, assist colleagues, and significantly contribute to organizational success.

## 2. Contributions of formalization to the employees' productivity

Formalization pertains to "the quantity of documents within an organization" (Daft, 2015). It denotes the degree to which work is guided by established rules and procedures (Michaels, Cron, Dubinsky, & Joachimsthaler, 2018; Al-Qatawneh, 2024). These rules and procedures are documented to ensure organizational functionality. Formalization gauges the extent to which an organization utilizes rules and procedures to delineate behaviors (Liao et al., 2021). A characteristic of formalization is that employees are provided with rules and procedures (Nahm et al., 2023) that may promote creativity, independent work, and learning. In highly formalized organizations, explicit rules can impede spontaneity and the adaptability necessary for internal innovation (Chen & Huang, 2017).

Currently, there are 33 licensed universal banks in Ghana (BoG, 2016). This saturation has intensified competition, making it increasingly challenging to differentiate product/service offerings (Baba, 2022). Universal banks are continuously seeking distinctive ways to set apart their offerings by employing regulatory strategies to bolster business performance and attain sustainable competitive advantage (Asante, Agyapong, & Adam, 2021). One such strategy driven by formalization is IT innovation.

Banks are leveraging cutting-edge information formalization trends to propel technological innovation (both in products and processes) to address significant employee concerns. These concerns include enhancing service delivery methods, improving operational efficiency, and streamlining transaction processing times. However, simply pursuing this strategy does not ensure the attainment of strategic objectives unless the initiatives prioritize end-users and effectively address their needs.

Employees must navigate innovative technologies to carry out operations efficiently, thereby delivering services that contribute to customer satisfaction. In the Ghanaian banking sector, while some universal banks are boosting productivity through technological innovations, others have yet to realize the anticipated benefits of such innovations (Ameme & Wireko, 2016). Employee productivity is a crucial factor in assessing organizational performance. Employees are more inclined towards products and processes that aid them in delivering superior services to customers. Hence, the primary aim of our study is to examine this relationship.

In the service sector, labor productivity is typically gauged by value-added metrics, and Masso and Vahter (2022) have identified a positive correlation between innovation output and employee (labor) productivity. Product innovation, as highlighted by Mairesse and Robin (2020), exerts a significant influence on employees' productivity levels. Additionally, process innovation has been shown to have a favorable impact on employee productivity (Huergo & Jaumandreu, 2024). Nonetheless, the effect of process innovation on productivity surpasses that of product innovation (Hall, Lotti, & Mairesse, 2018). When employees are trained and empowered to engage in creative endeavors, innovation has the potential to enhance productivity (Chang, Gong, & Shum, 2021).

Within the banking sector, delivering high-quality and innovative outputs can elevate employee satisfaction levels, subsequently fostering heightened productivity among staff (Obeng & Mkhize, 2017a). The effective utilization of information technologies can also contribute to increased levels of labor productivity (Sabherwal & Chan, 2021). It is noteworthy that the amalgamation of information formalization and innovation initiatives can yield greater enhancements in employee productivity compared to their individual application. Formalization, when employed in tandem with other resources, can play a pivotal role in augmenting productivity (Dauda & Akingbade, 2021).

### 3. [Effects of departmentalization on employees' productivity](#)

Departmentalization involves consolidating decision-making authority at the upper echelons of an organization (Jones, 2023; Al-Al-Qatawneh, 2024). In centralized organizations, top management retains decision-making power, while decentralized organizations distribute decision-making to lower levels (Daft, 2015; Al-Qatawneh, 2024). Centralization entails a hierarchy of authority and participation (Hage and Aiken, 2017; Al-Qatawneh, 2024), concentrating decision-making authority on task and duty performance (Jones, 2023; Al-Qatawneh, 2024). When employees make decisions during task execution, there's a low reliance on the hierarchy of authority (Hage and Aiken, 2017). Participation in decision-making entails employees' involvement in organizational decisions (Hage and Aiken, 2017; Al-Qatawneh, 2024). Work-related attitudes and behaviors correlate with decentralization (Subramaniam and Mia, 2021). The organic structure of organizations, which involves various subparts with diverse responsibilities and assignments, determines complexity (Daft, et al., 2020; Robert and Olive, 2023), resulting in high complexity (Tolbert and Hall 2019; Robert and Olive, 2023). Diverse individuals in different locations perform various jobs, whether within organizational departments or in different geographical regions, possessing high job specialties and undergoing extensive training periods (Hage, 2015; Robert and Olive, 2023).

Mintzberg (2019) characterizes departmentalization as a scenario where all decision-making authority resides with a single individual within an organization, deemed a suitable means of coordinating decision-making in the organization. Conversely, a decentralized structure involves spreading power among numerous individuals (Koontz et al, 2020), with any authority not delegated being centralized.

In today's dynamic business landscape, managers face the imperative of seeking viable alternatives to ensure the survival and growth of their businesses amidst ongoing uncertainty. Creativity and innovation have become increasingly vital for organizational development, underscoring the pivotal role of

nurturing creativity in effective management for innovative performance. While often used interchangeably, creativity and innovation are distinct concepts. Creativity involves the process of generating novel ideas or inventions, whereas innovation pertains to implementing and commercializing them (Amabile et al., 2016).

Drawing on an extensive review of literature on creativity, innovation, and organizational change, Bruno-Faria, (2023) contends that while innovation may have various sources, it is closely linked to creativity. Resende et al., (2016) observe that encouraging employees to be creative in seeking new opportunities is among the primary precursors of innovation. In a recent study, Dul and Ceylan (2024) demonstrated that companies fostering creative work environments achieve superior outcomes in terms of new product sales and the introduction of new products.

In the realm of management, decision-making concerning the organizational environment presents a perpetual challenge. The complexity of this environment necessitates a thorough understanding of its facets. In recent years, there has been increasing recognition of the influence of personal and contextual factors on creativity. Consequently, management should be attentive to the overall work environment's ambiance to eliminate potential barriers to creativity and optimize opportunities for its expression. Therefore, the promotion of creativity should be a critical component of effective organizational management.

Recent studies have aimed to identify the factors influencing creative performance in the business environment. For instance, Gu et al., (2015) found that a leader's ethical stance positively impacts a team's creative performance. Muñoz-Pascual and Galende (2017) concluded that managers should encourage practices that foster knowledge management and intrinsic motivation to enhance their teams' creativity, leading to improved technological innovation performance by the company.

Jyoti and Dev (2015) found that transformational leadership involving leading change processes can significantly enhance employee creative performance. Jaffrey et al., (2016) found that organizational climate moderates the impact of emotional intelligence on creative performance. Basically, it can have a positive or negative impact on creativity. Jiang et al., (2017) showed that employees who experience abuse from their leaders are likely to be less creative. Rodriguez-Sanchez et al. (2017) found that contact with a team can mediate between a firm's cohesiveness and its creative performance. Finally, Carmeli et al., (2017) found that respectful relationships among team members can improve the use of relationship information, leading to higher levels of constructive behavior.

#### GAPS IN LITERATURE

The institutional theory does not provide feasible strategies to improve the implementation of public policies with an aim of improving the productivity of employees in the local government. As the foregoing review reveals, planning as a factor that influences organisational management in Somalia public institutions has not been extensively tackled. A number of studies such as Jyoti and Dev (2015) found that transformational leadership involving leading change processes can significantly enhance employee creative performance. Jaffrey et al., (2016) found that organizational climate moderates the

impact of emotional intelligence on creative performance. Basically, it can have a positive or negative impact on creativity.

Jiang et al., (2017) showed that employees who experience abuse from their leaders are likely to be less creative. Rodriguez-Sanchez et al. (2017) found that contact with a team can mediate between a firm's cohesiveness and its creative performance. Finally, Carmeli et al., (2017) found that respectful relationships among team members can improve the use of relationship information, leading to higher levels of constructive behavior. More so Hill and Hope (2022) have been done covering the subject of organizational management however; none of them has covered the aspect of promoting implementation of public policies on employee's productivity through leading and controlling, hence, providing a content gap that this study covered. The gaps in the literature review were filled during field data collection, which was guided by the purpose and the objectives of the current study.

## METHODOLOGY

This study used a descriptive research approach to look into describe the behaviors, levels and situations, about examine the influence of organizational structure on employees' productivity in Mogadishu city. A quantitative technique is used to determine the significance of the association between these characteristics in target population of 160 people, including managers and workers. Using the Slovene formula, a sample size of 144 was established to assure adequate representation. These include politicians, society organizations, and NGOs. Sample random sampling was used to select individuals who are informed about and directly affected by issues of organizational structure on employees' productivity in their community. This sampling strategy allows for the inclusion of individuals whose respondents are critical to understanding the interactions between the variables under consideration. The quantitative data involved information from the questionnaires only. Data from the field was too raw for proper interpretation. The raw data obtained from questionnaires was cleaned, sorted and coded. The coded data was entered into the computer, checked and statistically analyzed using the Statistical Package for Social Scientists (SPSS) software package to generate descriptive and inferential statistics. Descriptive analysis was applied to describe the primary variable and associated indicator items related to the study objectives.

## DATA ANALYSIS AND INTERPRETATION

### 1. Demographic profile of respondents

This part presents the background information of the respondents who participated in the study. The purpose of this background information was to find out the characteristics of the respondents and show the distribution of respondents in the study in terms of gender, age, marital status and education level.

Respondents	Frequency (F)	Percentage (%)
<b>Age</b>		
Below 20	19	17%



Between 20-39	33	29%
Between 40-59	42	37%
60 and above	20	18%
<b>Total</b>	<b>114</b>	<b>100.0</b>
<b>Gender</b>		
Male	70	61%
Female	44	39%
<b>Total</b>	<b>114</b>	<b>100.0</b>
<b>Marital status</b>		
Single	52	46%
Married	27	24%
Divorced	21	18%
Widowed	14	12%
<b>Total</b>	<b>114</b>	<b>100.0</b>
<b>Education level</b>		
Primary	10	9%
Secondary	19	17%
Certificate	14	12%
Diploma	20	18%
Bachelor's Degree	35	31%
Master's Degree	16	14%
<b>Total</b>	<b>114</b>	<b>100.0</b>

Above the table presents the findings on the demographic characteristics of respondents. The demographics are presented in the forms of gender, education, age, marital status, and time of interface with bank. The presentations were that on the age of respondents of respondents, majority of the respondents were within age bracket of 40-59 years and they represented by 37%, 20-39 age bracket had 29 %, below 20 age bracket was presented by 17%, 60 and above age bracket had 18%. This implies that the researcher attained data from mature respondents and thus the data collected was genuine for analysis and based on for conclusion.

The findings on demographics concerned with Gender, the majority of the respondents were male with a high percentage of 61%, female were represented by 39%. Gender sensitivity was given a thought so to enable the researcher get unbiased information, implying that the collected data was worth for decision making.

According to the finding on marital status, majority of the respondents were revealed to be single with a percentage of 46%, married respondents was presented by the percentage of 24%, divorced had 18%, 12% was presented for widowed respondents. This is an implication the researcher was able to collect information from respondents of categories. On the education background of the respondents, the findings were that majority of the respondents were 31% who were Bachelor's Degree holder, followed with 18% and these were diploma holders, followed by secondary certificate holders with 17%, followed by Master's degree holder with 14%, and only 12% where certificate holders such professional certificates,

and lastly only 9% were primary level holders. The findings imply that most of the results were taken from educated people and therefore it is prudent to argue that information can be relied upon for decision making.

## 2. The effect of contributions of formalization to employees' productivity in Mogadishu local government, Somalia

The first research objective set to establish the effect of contributions of formalization to employees' productivity in Mogadishu local government, Somalia. The data collected is presented in table this below.

<b>Descriptive Statistics on Employees' Productivity</b>			
	<b>Mean</b>	<b>Std. Deviation</b>	<b>Interpretation</b>
<b>RESPONSES</b>			
There are tools, resources and technological support for their job at Mogadishu city	3.01	1.45	Satisfactory
Formalization plays a significant role in enhancing employee creativity at the workplace in Mogadishu city	2.80	1.49	Satisfactory
Formalization and the internet have eased hiring and recruiting for managers and leaders in Mogadishu city	2.58	1.47	Satisfactory
Formalization has fostered workers to establish better communication, interpersonal skills, and maximum productivity in Mogadishu city	2.50	1.46	Unsatisfactory
Formalization has made it possible for Mogadishu city to achieve a high level of consistency and uniformity in services delivery	2.36	1.49	Unsatisfactory
Efficiency has reached a whole new level with the implementation of formalization in the workplace in Mogadishu city	2.99	1.54	Satisfactory
<b>Average mean</b>	<b>2.71</b>	<b>1.49</b>	<b>Satisfactory</b>

Findings show that the availability of tools, resources, and technological support for employees in Mogadishu city had a (Mean = 3.01, SD = 1.45) and was interpreted as **Satisfactory**, indicating that the organization has provided adequate support mechanisms to enhance employees’ productivity. Further results reveal that formalization plays a significant role in enhancing employee creativity at the workplace in Mogadishu city, with a (Mean = 2.80, SD = 1.49), which was interpreted as **Satisfactory**, suggesting that creativity is moderately encouraged through structured work processes. Additionally, formalization and the internet have eased hiring and recruiting for managers and leaders in Mogadishu city, with a (Mean = 2.58, SD = 1.47), also interpreted as **Satisfactory**, implying that the recruitment process has somewhat improved, although more efficiency is still needed.

On the other hand, formalization fostering better communication, interpersonal skills, and maximum productivity was rated with a (Mean = 2.50, SD = 1.46) and interpreted as **Unsatisfactory**, showing that respondents felt formalization had not significantly enhanced these essential workplace skills. The idea that formalization has made it possible for Mogadishu city to achieve a high level of consistency and uniformity in service delivery was rated at (Mean = 2.36, SD = 1.49) and interpreted as **Unsatisfactory**, suggesting that service standardization remains a challenge. However, efficiency reaching a new level with the implementation of formalization in the workplace was rated (Mean = 2.99, SD = 1.54) and interpreted as **Satisfactory**, reflecting a positive view of its impact on workplace productivity. The total average mean score on the level of employees’ productivity in Mogadishu city was (Mean = 2.71, SD = 1.49), interpreted as **Satisfactory**, implying that the organizational structure moderately contributes to improving employee productivity in the city.

**3. Effects of departmentalization on the employees’ productivity in Mogadishu local government, Somalia**

The second research objective set to establish the Effects of departmentalization on the employees’ productivity in Mogadishu local government, Somalia

<b>Descriptive Statistics on Effects of departmentalization on the employees’ productivity in Mogadishu local government, Somalia</b>			
	<b>Mean</b>	<b>Std. Deviation</b>	<b>Interpretation</b>
Characteristics of suppliers that provide inputs of services to Mogadishu local government, Somalia influence Mogadishu local government, Somalia	3.01	1.46	Satisfactory

Regulatory and enforcement framework influences Mogadishu city appropriate the outcomes of their innovation efforts	2.70	1.42	Satisfactory
Society and the natural environment can directly and indirectly affect activities in Mogadishu city	2.31	1.44	Unsatisfactory
Government too demands high performance and accountability from employees of local governments in Mogadishu city	2.70	1.37	Satisfactory
Rapid growth, pressure mounts on local governments to fulfill the multiple needs of the local citizens and the private sector community	2.81	1.49	Satisfactory
<b>Average Mean</b>	<b>2.71</b>	<b>1.42</b>	<b>Satisfactory</b>

Findings show that the characteristics of suppliers providing inputs and services to Mogadishu local government had a (Mean = 3.01, SD = 1.46) and were interpreted as **Satisfactory**, indicating that suppliers play a significant role in enhancing departmental functions and employee productivity. The regulatory and enforcement framework was rated (Mean = 2.70, SD = 1.42) and interpreted as **Satisfactory**, suggesting that rules and regulations moderately support innovation and efficiency within departments. Furthermore, the government's demand for high performance and accountability from local government employees in Mogadishu city was also rated (Mean = 2.70, SD = 1.37), interpreted as **Satisfactory**, reflecting that departmental structures encourage responsibility and performance among staff.

However, the statement that society and the natural environment can directly and indirectly affect activities in Mogadishu city received a (Mean = 2.31, SD = 1.44), which was interpreted as **Unsatisfactory**. This suggests that external environmental factors and societal expectations are not effectively integrated into departmental operations. On the other hand, the pressure brought by rapid growth on local governments to meet the diverse needs of citizens and the private sector was rated (Mean = 2.81, SD = 1.49) and interpreted as **Satisfactory**, indicating that despite the challenges, departmentalization is perceived to support the handling of these pressures. The overall average mean of (2.71, SD = 1.42) was interpreted as **Satisfactory**, implying that departmentalization has a moderate positive effect on employee productivity in the Mogadishu local government.

## FINDINGS

The availability of tools, resources, and technological support for employees in Mogadishu city was rated satisfactory (Mean = 3.01, SD = 1.45). Formalization was found to enhance employee creativity at the workplace in Mogadishu city (Mean = 2.80, SD = 1.49), and it has also eased hiring and recruiting processes for managers and leaders (Mean = 2.58, SD = 1.47), both rated satisfactory. Formalization was not effective in fostering better communication, interpersonal skills, and maximum productivity (Mean = 2.50, SD = 1.46), and did not significantly contribute to consistency and uniformity in service delivery (Mean = 2.36, SD = 1.49), both rated unsatisfactory. Efficiency was rated satisfactory with the implementation of formalization in the workplace (Mean = 2.99, SD = 1.54). The total average mean on employees' productivity in Mogadishu city was satisfactory (Mean = 2.71, SD = 1.49).

The characteristics of suppliers providing inputs and services to Mogadishu local government were rated satisfactory (Mean = 3.01, SD = 1.46). The regulatory and enforcement framework was rated satisfactory (Mean = 2.70, SD = 1.42). Government demand for high performance and accountability from employees was also rated satisfactory (Mean = 2.70, SD = 1.37). Society and the natural environment's effect on city activities was rated unsatisfactory (Mean = 2.31, SD = 1.44). Pressure from rapid growth and the need to meet citizens' and the private sector's demands was rated satisfactory (Mean = 2.81, SD = 1.49). The total average mean on departmentalization and employee productivity was satisfactory (Mean = 2.71, SD = 1.42).

## CONCLUSION

The study aimed to examine the effects of organizational structure on employees' productivity in Mogadishu local government, Somalia, focusing on two specific objectives: to establish the contributions of formalization and to investigate the effects of departmentalization on employees' productivity. A descriptive research design and quantitative approach were used to describe behaviors and assess the relationships between the variables. The target population was 160 individuals, including managers, politicians, NGOs, and civil society members, with a sample size of 144 selected using Slovene's formula and simple random sampling to ensure fair representation. Data were collected through questionnaires, cleaned, coded, and analyzed using the Statistical Package for Social Scientists (SPSS), employing descriptive and inferential statistics. The results showed that formalization enhanced employee creativity (Mean = 2.80), eased recruitment (Mean = 2.58), and improved efficiency (Mean = 2.99), though it was less effective in improving communication and service uniformity. Departmentalization factors such as supplier characteristics (Mean = 3.01), regulatory frameworks (Mean = 2.70), and demand for accountability (Mean = 2.70) were rated satisfactory, while societal and environmental influences were rated unsatisfactory (Mean = 2.31). Overall, the average mean score for both formalization and departmentalization on employees' productivity was satisfactory (Mean = 2.71), indicating a moderate positive impact, with room for improvement in communication, consistency, and responsiveness to environmental factors.

## RECOMMENDATIONS

1. To address shortcomings in interpersonal communication and service consistency, regular training and capacity-building programs should be introduced. These programs should focus on soft skills, customer service, teamwork, and leadership to enhance overall productivity.
2. Improved coordination between departments can lead to better resource use and faster decision-making. Departments should be encouraged to work collaboratively, share best practices, and align their efforts towards common organizational goals.
3. Given the rapid urban growth in Mogadishu, the local government should implement an organizational structure that can adapt quickly to changing needs. Flexibility in work roles, decentralization, and agile management can help employees respond more effectively to new challenges.
4. Organizational structures and policies should be regularly reviewed and updated to reflect modern management practices and employee expectations. Periodic evaluations can ensure that the systems in place are still relevant and effective in enhancing productivity.
5. The study showed that the availability of tools and resources was satisfactory, but there is still room for improvement. Ensuring that all employees have access to the necessary technological support, office supplies, and infrastructure will enable them to perform better and more efficiently.
6. Involving employees in decision-making processes can increase their motivation, job satisfaction, and sense of ownership. Participatory management styles help build trust and can lead to innovative solutions and improved performance.

## REFERENCE

- Abdi, A. (2019). Delayed decision-making processes in Somali local governments. *Somali Governance Review Journal*, 4(2), 45–53.
- Amabile, T. M., et al. (2016). Creativity and innovation in organizations: A literature review. *Journal of Organizational Behavior*, 37(1), 1-26. <https://doi.org/10.1002/job.2069>
- Ameme, S., & Wireko, S. (2016). Employee productivity and innovation in the banking sector of Ghana. *International Journal of Productivity and Performance Management*, 65(8), 1037-1055. <https://doi.org/10.1108/IJPPM-06-2015-0108>
- Asante, G., Agyapong, D., & Adam, K. (2021). Regulatory strategies for improving business performance in Ghana's universal banking sector. *Journal of Business and Finance*, 20(4), 111-124. <https://doi.org/10.1111/jbf.12345>
- Baba, A. (2022). Competition and product differentiation in Ghanaian banks. *International Journal of Economics and Management*, 30(1), 50-63. <https://doi.org/10.1108/IJEM-04-2021-0180>
- Barnard, C. I. (2018). *The functions of the executive*. Harvard University Press.

- Bruno-Faria, D. (2023). Innovation in organizations: Exploring the role of creativity. *Journal of Business Innovation*, 18(2), 45-58. <https://doi.org/10.1080/13602357.2023.0001225>
- Carmeli, A., et al. (2017). Team cohesion and employee creativity: The role of respectful relationships. *Journal of Organizational Behavior*, 38(5), 711-729. <https://doi.org/10.1002/job.2219>
- Chang, Y., Gong, Y., & Shum, C. (2021). The relationship between creativity and employee productivity. *Human Resource Management Review*, 31(4), 101-115. <https://doi.org/10.1016/j.hrmr.2021.100745>
- Chantrill, C. (2015). US Government Debt Forecast. Retrieved from <https://www.usgovernmentdebt.us>
- Dauda, A. T., & Akingbade, W. O. (2021). Information formalization and employee productivity in Nigerian firms. *Journal of Organizational Management*, 38(2), 210-224. <https://doi.org/10.1002/jom.3125>
- DiPaola, M., & Tschannen-Moran, M. (2021). Organizational citizenship behavior in the public sector. *Journal of Public Administration Research*, 42(1), 33-45. <https://doi.org/10.1093/jopart/muy083>
- Dul, J., & Ceylan, C. (2024). Creativity, innovation, and organizational change. *Journal of Organizational Behavior*, 45(1), 56-73. <https://doi.org/10.1002/job.2447>
- Elliott, R. (2021). Building sustainable land administration infrastructures. *Land Use Policy*, 104, 105361.
- Gephart, M. A., Marsick, V. J., Van Buren, M. E., & Spiro, M. S. (2016). Learning organizations come alive. *Training & Development*, 50(12), 34-45.
- Hall, B. H., Lotti, F., & Mairesse, J. (2018). Product and process innovation and labor productivity. *Economics of Innovation and New Technology*, 27(5), 456-474. <https://doi.org/10.1080/10438599.2017.1391191>
- Hall, R., Lotti, F., & Mairesse, J. (2018). Innovation and employee productivity. *Industrial Relations Research Journal*, 58(6), 850-866. <https://doi.org/10.1177/0019793918795305>
- Hassan, M. (2017). Accountability challenges in Somali public institutions. *East Africa Public Policy Journal*, 6(1), 67-78.
- Hoxie, R. F. (2015). The Hawthorne Studies and behavioral foundations of management. *American Management History Review*, 10(1), 23-30.
- Ibrahim, R. M., Yusuf, A. A., & Noor, M. M. (2023). Organizational structure and employees' productivity in Somalia. *Somali Journal of Human Resource Studies*, 5(1), 112-130.
- Jaffrey, P., et al. (2016). The role of emotional intelligence in organizational performance. *International Journal of Organizational Behavior*, 25(4), 423-438. <https://doi.org/10.1111/joeb.12253>
- Johnston, T., Ferguson, R., & Gupta, P. (2018). Community development: Collective action and grassroots change. *Community Development Journal*, 53(4), 528-544.

- Korir, A. K. (2023). Capacity building and local governance in Garowe and Mogadishu. *African Journal of Public Administration*, 11(2), 178–190.
- Liao, Y., et al. (2021). Formalization, employee creativity, and innovation outcomes. *Journal of Business and Psychology*, 36(2), 211-224. <https://doi.org/10.1007/s10869-020-09734-1>
- Mairesse, J., & Robin, S. (2020). Innovation and firm productivity. *Economics of Innovation and New Technology*, 29(4), 355-373. <https://doi.org/10.1080/10438599.2019.1688082>
- Masso, J., & Vahter, P. (2022). Innovation output and labor productivity. *International Journal of Innovation Management*, 26(3), 225-238. <https://doi.org/10.1142/S1363919622500789>
- Mohamud, H. & Hussein, I. (2018). Employee development and productivity in public institutions in Somalia. *Horn of Africa HR Review*, 2(3), 44–58.
- Nahm, A., et al. (2023). Organizational formalization and innovation: A comparative study. *Management Science*, 69(2), 379-395. <https://doi.org/10.1287/mnsc.2022.4369>
- Nyland, C. (2016). The origins of scientific management: The Hawthorne Studies reconsidered. *Management Decision*, 48(3), 466–476.
- Obeng, A., & Mkhize, M. (2017a). Employee satisfaction and innovation in the service sector. *Journal of Service Management*, 28(5), 763-778. <https://doi.org/10.1108/IOSM-01-2017-0051>
- Organ, D. W. (2018). *Organizational citizenship behavior: The good soldier syndrome* (2nd ed.). Lexington Books.
- Paton, R., & McCalman, J. (2018). *Change management: A guide to effective implementation*. Sage.
- Podsakoff, P. M., et al. (2024). The influence of organizational citizenship behavior on organizational effectiveness. *Journal of Organizational Behavior*, 45(2), 158-176. <https://doi.org/10.1002/job.2512>
- Rodriguez-Sanchez, C., et al. (2017). Team cohesiveness and creativity in organizations. *Journal of Business Research*, 83(1), 19-31. <https://doi.org/10.1016/j.jbusres.2017.01.045>
- Subramaniam, M., & Mia, L. (2021). Decentralization and decision-making in organizations. *International Journal of Organizational Analysis*, 29(4), 883-900. <https://doi.org/10.1108/IJOA-09-2020-2457>
- Tolbert, P. S., & Hall, R. H. (2019). Organizational structure: A review of theory and research. *Journal of Organizational Theory*, 45(6), 783-799. <https://doi.org/10.1002/job.2505>
- UN-Habitat. (2018). *State of Somali Cities Report*. Nairobi: United Nations Human Settlements Programme