



## Organizational Structures and Operational Effectiveness of Transport Companies in South-South Nigeria

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### Abstract

The study investigated the relationship between the existence of structures and the organizational effectiveness of transport companies in South-South Nigeria. The study adopted the correlational research design. The population of the study comprised all the 1300 employees in all the fifty-four (54) registered transport companies with the respective State Ministries of Transport in South-South, Nigeria. A sample of 150 respondents (comprising 32 managers, 32 cashiers, 54 cargo/operations staff, and 32 drivers) were chosen using a multistage sampling technique from 32 accessed transport companies that are operating in South-South, Nigeria. A 25-item structured instrument titled “Existence of Structures and Organization Effectiveness of Transport Companies Scale” (ESOETCS) was designed for this study. Data collected was analyzed using Pearson Product Moment Correlation (PPMC) at 0.05 level of significance. The study revealed that: the existence of structures positively, strongly, and significantly contributed to goal accomplishment, resource base, and strategic constituent satisfaction respectively in transport companies in South-South, Nigeria. The study recommended the Ministries of Transport and Commerce should ensure the existence of managerial, operational, driving, courier and other hierarchical positions for transparent, effective service delivery and prompt decision-making that improves resource base and profitability; prior to registering and approving the operational license of transport companies.

**Keywords:** Existence Of Structures, Organizational Effectiveness, Transport Companies, South-South Nigeria

### Introduction

Organizations are inure or accustomed towards developing unique strategies and practices with which they could leverage towards timely and effectively driving and galvanizing its management and employees ethical and professional delivery of services. In specificity, the potential of a transport company to align with these unique operational and service delivery strategies and practices could be made possible through the existence of structures. Ojo (2018) stated that the existence of structures encompasses the hierarchical arrangements and reporting lines within an organization that define the chain of command and authority. Similarly, structures establish the levels of management, supervision, and decision-making, delineating the roles and responsibilities of different positions within the organizational hierarchy and guiding the flow of information and instructions between management and employees (Ayeni, 2020). Cropanzano et al. (2015) observed that the existence of a well-defined structure stands as a fundamental aspect for measuring the effectiveness of employment relationships within transport companies. Alluding to this, Guestoes (2017) stressed that the existence of a robust structure plays a pivotal role in shaping operational efficiency, employee engagement, and overall workforce dynamics within the complex and dynamic landscape of the transportation sector. Thus, the functionality and proficiency of the structures that exist in transport companies stem from their level of communication and synergies between employees and employers that result in organizational effectiveness (Oluwadare & Adeleke, 2021). In this regard, Ayeni (2020) emphasized that organizational effectiveness pertains to the extent to which an organization achieves its goals and objectives efficiently and successfully at any given time.

The existence of a functional structure aids in creating clear reporting lines, defined roles and responsibilities, and clear communication channels that promote employee and organizational productivity (Akinyele & Oyesola, 2022). Also, the functionality of the existing organizational structure would foster a conducive work environment that promotes employees' and employer's collaboration, accountability, professional development, and commitment to ethical conduct (Adeyemi & Salawu, 2019). This thus, requires instituting a well-defined organizational structure that would delineate the hierarchy of authority for clear reporting and effective decision-making that facilitates accountability and efficient problem-solving in transport companies (Ayeni,

2020). Furthermore, structures involve establishing labour relations frameworks and mechanisms that regulate the interactions between employers, employees, and labour unions (Osunlola & Adekunle, 2023). A well-defined structure promotes an understanding of the organization's chain of command, workflow processes, culture of respect, professionalism, and leadership that fosters direction and purpose among employees (Ayeni, 2020). Okolie and Alabi (2023) emphasized well-defined managerial, operational, and training structures as key to a productive work environment, promoting transparency, fairness, and effective decision-making in employment relationships. Also, structures exist to ensure fair and equitable treatment of employees and fostering a collaborative labour relationship that promotes industrial relations, employee wellbeing, customer satisfaction, and organizational effectiveness (Caniëls et al., 2019; Chukwuemeka & Ogbonna, 2019). For instance, the management, operational, training, and human resource structures could among others engage in collective bargaining agreements, labour contracts, and dispute resolution. These roles and procedures govern the negotiation of wages, working conditions, and employment terms leading to improved worker welfare and organizational effectiveness in Nigeria's maritime transport industry (Kaufman & Taras, 2019; Udoakah, 2019; Falade, 2022; Okolie & Alabi, 2023).

Organizational effectiveness entails the extent to which an organization achieves its set goals and objectives efficiently and successfully (Ayeni, 2020). This somewhat imply that highlighting the tenets of employment relations could emanate as a strategy that would enhance organizational effectiveness in any firm including transport companies in Nigeria. Oladimeji and Akingbade (2020) stated that the determinants of effectiveness in organizations engaged in the service and transportation business include among others goal accomplishment and acquisition of resources (like raw material, capital, and labour) that are then deplored towards meeting the expectation of customer satisfaction and patronage within their operational area. The existence of varying structures stems from an organization's effective compliance with ethical operational requirements and expectations that often require the latest regulatory updates, industry best practices, and changes in operational procedures that could improve its resource base (Ojo, 2018; Ojo & Akinnubi, 2019). Thus, adherence to these operational standards could result in strategic management, employee commitment, industrial harmony, and customer satisfaction that depicts the optimal performance, competitiveness, profitability, and effectiveness of transport companies (Hitt et al., 2018; Chukwuemeka & Ogbonna, 2019; Ede et al., 2019; Guestoes & Peccei, 2019; Oladimeji & Akingbade, 2020). To achieve these goals, transport companies must manage structural elements effectively, fostering a culture of transparency, collaboration, and strong employee-employer relationships that would boost their patronage, profitability, and leadership in the industry (Ayeni, 2020; Wong & Aitken, 2022). Organizational structures interrelate based on compliance with formal frameworks, policies, and procedures governing employment, employer-employee relationships, operations, training, and service delivery (Ede et al., 2019). This structural interrelationship is a strategic management approach to enhance competitiveness and align with global transport industry operational standards (Hitt et al., 2018). In a nutshell, the functionality of the management structures encompasses employment contracts, job descriptions, performance evaluation systems, and grievance-handling mechanisms (Opatha, 2019; Wijesooriyaa et al., 2021). Thus, effectively playing these roles provides a framework for defining and regulating the rights, responsibilities, and expectations of the parties (like management, employees, and unions) within the employment relationship for harmonious work environment (Abolade, 2022). This is the crux of the study.

### Statement of the Problem

The transport companies are sometimes besieged with non-persuasive and incompetent structures that tend to erupt challenges related to non-adherence to laid-down schedules for service delivery, departure and arrival of fleets, and logistics among other administrative-related challenges that have hindered the optimal functioning of transport companies. These challenges lead to decreased employee morale, suboptimal service delivery, and a compromised competitive edge that could affect the effectiveness of transport companies in South-South Nigeria. However, effectively measuring organizational effectiveness has been a complex issue given transport companies' inclination to integrate unorthodox practices that could affect the timely adoption and application of customer satisfaction and employee engagement surveys that ought to lead to the delivery of services culminating in their high patronage, profitability, and return on investment. Granted studies on existence of structures and organizational effectiveness have been conducted in various sectors globally. However, there seem to be insufficient reports on the conduct of similar studies that were specifically focused on the relationship between the specified measures of organizational effectiveness such as goal accomplishment, resource base, and strategic constituent satisfaction of transport companies operating in Nigeria. Therefore, this study seeks to bridge this research gap by investigating the relationship between the existence of structures and the organizational effectiveness of transport companies in South-South Nigeria.

Thus, these specified problems create a yawning gap that would be closed through the articulation of the following questions that guided this research.

1. What is the relationship between the existence of structures and the goal accomplishment of transport companies in South-South Nigeria?
2. What is the relationship between the existence of structures and the resource base of transport companies in South-South Nigeria?
3. What is the relationship between the existence of structures and strategic constituents' satisfaction with transport companies in South-South Nigeria?

### Objectives of the Study

The specific objectives of the study include to:

1. Ascertain the relationship between the existence of structures and the goal accomplishment of transport companies in South-South Nigeria.
2. Identify the relationship between the existence of structures and the resource base of transport companies in South-South Nigeria.
3. Determine the relationship between the existence of structures and strategic constituents' satisfaction with transport companies in South-South Nigeria.

### Methodology

The study adopted the correlational research design. Nwankwo (2016) stated that correlational research establishes the relationship between two or more variables in order to find out the effect of the independent variable on the dependent variable. In this case, the independent variable was diversity of parties while the dependent variable was organizational effectiveness in transport companies. Thus, the association between their relative and joint contributions was geared towards ascertaining the link between the existence of structures and organizational effectiveness in transport companies in South-South Nigeria. The target population for this study comprised all the 1300 employees in the fifty-four (54) existing major transport companies that are registered with the respective Ministries of Transport in South-South Nigeria (Nigerian Association of Road Transport Owners, 2022). The breakdown of the major transport companies in the respective South-South Nigeria States is as follows: ten (10) major transport companies in Akwa Ibom, Delta, and Rivers States, nine (9) transport companies in Cross River State, Edo State with eight (8) major transport companies while Bayelsa State with seven (7) major registered transport companies.

A sample size of 150 respondents was drawn from thirty-two (32) out of the fifty-four (54) transport companies using a three-phase multistage sampling technique in the study. Thus, the selection criteria were based on the following: (i) existence of transport company for the past twenty years; (ii) functional offices in each of the six states; (iii) staff strength or capacity of at least twenty (20) employees; (iv) existence of a bus fleet of at least twenty (20) buses; and (v) operation of human passenger carrier and logistic courier unit. Firstly, 60% of the 54 existing transport companies were selected resulting in the selection of thirty-two (32) transport companies in the study area. The breakdown includes six (6) transport companies each in Akwa Ibom, Delta, and Rivers States. Also, five (5) transport companies were selected from Cross River and Edo States while four (4) transport companies were selected from Bayelsa State. Secondly, quota sampling was used to allocate 50% of the staff in the 32 selected transport companies in each of the South-South Nigeria States. This method led to the allocation of 36, 26, 25, 24, 21, and 18 staff to the transport companies in Rivers, Cross River, Akwa Ibom, Delta, Edo, and Bayelsa States respectively. In the third and final phase, a random sampling technique was used in the selection of 150 staff from 32 transport companies in the study area. The breakdown includes 36 staff from 6 selected transport companies in Rivers State, 26 staff from 5 selected transport companies in Cross River State, 25 staff from 6 selected transport companies in Akwa Ibom State, 24 staff from 6 selected transport companies in Delta State, 21 staff from 5 transport companies in Edo State, and 18 staff from 4 transport companies in Bayelsa State. This constituted a sample size of 150 respondents implying the administration of a total of 150 questionnaires to the respondents in the 32 selected transport companies in South-South Nigeria.

A 25-item instrument titled "Existence of Structures and Organization Effectiveness of Transport Companies Scale" (ESOETCS). The ESOETCS instrument was designed using a five-point Likert scale rating format: "Very High Extent" (VHE, 5 Points), "High Extent" (HE, 4 Points), "Moderate Extent" (ME, 3 Points), "Low Extent" (LE, 2 Points), and "Very Low Extent" (VLE, 1 Point), and "Strongly Agree" (SA, 5 Points), "Agree" (AG, 4 Points), "Disagree" (DI, 3 Points) and "Strongly Disagree" (SD, 2 Points, and "Undecided" (UD, 1 Point). The study adopted the use of social media platforms like WhatsApp to administer some questionnaires while some were distributed directly to the respondents. Furthermore, the ESOETCS instrument consisted of three sections. Section A elicited the demographic variables of the respondents. Section B comprised three (3) parts (namely; A,

B, and C) with a total of 15 items on the interactions with the dimensions of existence of structures with the measures of organizational effectiveness (such as goal accomplishment, resource base, and strategic constituent satisfaction). In specificity, Part A comprised 5 items; items 1-5 elicited responses on the extent existence of structures related to goal accomplishment, Part B with 5 items; items 6-10 elicited responses on the extent existence of structures related to resource base, while Part C with 5 items; item 11-15 elicited responses on the extent existence of structures relate with strategic constituent satisfaction. While Section C in ESOETCS instrument comprised 10 items from items 16-25 that elicited responses on the variables of organizational effectiveness.

The face and content validity of the ESOETCS instrument was determined by two Human Resource Management experts. These experts were individually presented with the topic, objectives, and research questions that were stated in this study, including the proposed items in the questionnaire for their review or scrutiny for clarity of language, readability of wordings, and eligibility of the items in the ESOETCS instrument to aptly measure what it purports to measure. The reliability or internal consistency of the ESOETCS instrument was ascertained using the Cronbach Alpha ( $r_a$ ) method. To achieve this objective, fifty (50) copies of the ESOETCS instruments were administered to 50 respondents (comprising 5 managers, 15 cashiers, 15 drivers, and 15 courier clerks) in 5 transport companies in Abia State (which were not used for the study) for the pilot study. Then the 50 administered copies of the ESOETCS instrument were retrieved, coded, and analyzed using the Cronbach Alpha ( $r_a$ ) method to obtain a reliability coefficient of 0.819, which necessitated the use of the ESOETCS instrument. The face-to-face and direct delivery technique was used for the administration of the 150 copies of the serially numbered ESOETCS instrument to the respondents in the 32 selected transport companies. Out of the 150 copies of the ESOETCS instrument that was administered to the respondents, only 121 copies (representing approximately 81% return rate) were validly retrieved and subsequently used for analysis in this study. The collected data were sorted, tabulated, coded, and analyzed using Pearson Product Moment Correlation (PPMC) at 0.05 level of significance.

## Results

**Research Question One:** What is the relationship between the existence of structures and the goal accomplishment of transport companies in South-South, Nigeria?

**Table 1: Summary of Pearson Product Moment Correlations on the relationship between the existence of structures and goal accomplishment of transport companies in South-South, Nigeria**

		Existence of Structures	Goal Accomplishment	Decision
Existence of Structures	Pearson Correlation	1	.769**	<b>Strong Relationship</b>
	Sig. (2-tailed)		.000	
	N	121	121	
Goal Accomplishment	Pearson Correlation	.769**	1	<b>Strong Relationship</b>
	Sig. (2-tailed)	.000		
	N	121	121	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Decision Rule:** *S (Strong)*  $r = 0.600- 0.799$ , *M (Moderate)*  $r = 0.400- 0.599$  while *W (Weak)*  $r = \leq 0.399$

**Source:** *Researcher's Fieldwork and SPSS Output, 2023.*

Table 1 shows a Pearson Correlation Coefficient ( $r$ ) of 0.769\*\* which indicates a positive and strong relationship between the existence of structures and goal accomplishment of transport companies in South-South, Nigeria. This means that the existence of structures contributed 59.1% to the goal accomplishment of transport companies in South-South, Nigeria. In other words, approximately 59% of the observed changes in goal accomplishment of transport companies in South-South, Nigeria was caused by the existence of structures, thereby leaving 41% of changes to be caused by other variables that are extraneous to the existence of structures. This implies that the existence of structures were a strong predictor that would tend to enhance the goal accomplishment of transport companies in South-South, Nigeria. Similarly, the p-value (i.e. Sig. (2-tailed value) of 0.000 also shows that the correlation between existence of structures and goal accomplishment of transport companies in South-South, Nigeria is statistically significant at a 95% confidence interval. This means that as transport companies continue to set-up and implement robust, localized and specialized structures then their goal of improved effectiveness, high patronage, service delivery and enhanced customer satisfaction will be correspondingly accomplished in transport companies in South-South, Nigeria.

**Research Question Two:** There is no significant relationship between the existence of structures and the resource base of transport companies in South-South, Nigeria.

**Table 2: Summary of Pearson Product Moment Correlations on the relationship between the existence of structures and resource base of transport companies in South-South, Nigeria**

		Existence of Structures	Resource Base	Decision
Existence of Structures	Pearson Correlation	1	.773**	<b>Strong Relationship</b>
	Sig. (2-tailed)		.000	
	N	121	121	
Resource Base	Pearson Correlation	.773**	1	<b>Strong Relationship</b>
	Sig. (2-tailed)	.000		
	N	121	121	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Decision Rule:** *S (Strong)*  $r = 0.600- 0.799$ , *M (Moderate)*  $r = 0.400- 0.599$  while *W (Weak)*  $r = \leq 0.399$   
**Source:** *Researcher’s Fieldwork and SPSS Output, 2023.*

Table 2 shows a Pearson Correlation Coefficient (r) of 0.773\*\* which indicates a positive and strong relationship between the existence of structures and the resource base of transport companies in South-South, Nigeria. This means that structures contributed 59.8% to the resource base of transport companies in South-South, Nigeria. In other words, approximately 60% of the observed changes in the resource base of transport companies in South-South, Nigeria were caused by existence of structures, thereby leaving 40% changes to be caused by other variables that are extraneous to structures. This implies that the existence of structures was a strong predictor that would tend to enhance the resource base of transport companies in South-South, Nigeria. Similarly, the p-value (i.e. Sig. (2-tailed value) of 0.000 also shows that the correlation between the existence of structures and the resource base of transport companies in South-South, Nigeria is statistically significant at a 95% confidence interval. This means that as transport companies continue to set-up and implement robust, localized and specialized structures then their goal of increasing resources, raising capital, widening operational base, improved effectiveness, high patronage, service delivery and enhanced customer satisfaction would be correspondingly accomplished in transport companies in South-South, Nigeria.

**Research Question 3:** There is no significant relationship between the existence of structures and strategic constituent satisfaction of transport companies in South-South, Nigeria.

**Table 3: Summary of Pearson Product Moment Correlations on the relationship between the existence of structures and strategic constituent satisfaction of transport companies in South-South, Nigeria**

		Existence of Structures	Strategic Constituent Satisfaction	Decision
Existence of Structures	Pearson Correlation	1	.758**	<b>Strong Relationship</b>
	Sig. (2-tailed)		.000	
	N	121	121	
Strategic Constituent Satisfaction	Pearson Correlation	.758**	1	<b>Strong Relationship</b>
	Sig. (2-tailed)	.000		
	N	121	121	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Decision Rule:** *S (Strong)*  $r = 0.600- 0.799$ , *M (Moderate)*  $r = 0.400- 0.599$  while *W (Weak)*  $r = \leq 0.399$   
**Source:** *Researcher’s Fieldwork and SPSS Output, 2023.*

Table 3 shows a Pearson Correlation Coefficient (r) of 0.758\*\* which indicates a positive and strong relationship between the existence of structures and strategic constituent satisfaction of transport companies in South-South, Nigeria. This means that existence of structures contributed 57.5% to the strategic constituent satisfaction of

transport companies in South-South, Nigeria. In other words, approximately 58% of the observed changes in strategic constituent satisfaction of transport companies in South-South, Nigeria was caused by the existence of structures, thereby leaving 42% of changes to be caused by other variables that are extraneous to structures. This implies that the existence of structures was a strong predictor that would tend to enhance the strategic constituent satisfaction of transport companies in South-South, Nigeria. Similarly, the p-value (i.e. Sig. (2-tailed value) of 0.000 also shows that the correlation between the existence of structures and strategic constituent satisfaction of transport companies in South-South, Nigeria is statistically significant at a 95% confidence interval. This means that as transport companies continue to set up and implement robust, localized and specialized structures then their goal of improved effectiveness, high patronage, service delivery and enhanced customer satisfaction would be strategically accomplished in transport companies in South-South, Nigeria.

### Discussion

The result in Table 1 revealed a Pearson Correlation Coefficient ( $r$ ) of 0.763\*\* and a p-value of 0.000, which indicates a positive and strong relationship between the existence of structures and goal accomplishment of transport companies in South-South, Nigeria. This means that the existence of structures contributed 58.2% to the goal accomplishment of transport companies in South-South, Nigeria. This means that as transport companies continue to set up and implement robust, localized and specialized structures then their goal of improved effectiveness, high patronage, service delivery and enhanced customer satisfaction will be correspondingly accomplished in transport companies in South-South, Nigeria. This finding is in agreement with Ede et al., (2019) defined structures as the formal frameworks, policies, and procedures established by an organization to govern the relationship between employers and employees. These structures encompass employment contracts, job descriptions, performance evaluation systems, and grievance-handling mechanisms that provide a framework for defining and regulating the rights, responsibilities, and expectations of both parties within the employment relationship. Also, the finding of this study aligns with Akinyele and Oyesola (2022) that the existence of structures in employment relationships involves the establishment of formal communication channels and feedback mechanisms that facilitate effective and transparent communication between employers and employees. Accordingly, these structures include regular staff meetings, performance reviews, employee surveys, and suggestion boxes that enable employees to voice their concerns, provide feedback, and participate in decision-making processes, fostering a culture of open communication and mutual understanding. Also, the finding of this study agrees with the fact that operations can contribute to higher levels of employee engagement and morale. When employees understand the importance of compliance and witness its consistent implementation across all levels of the organization, they are more likely to feel valued and respected. This, in turn, fosters a positive work environment, encourages teamwork, and promotes a sense of belonging and loyalty among employees, ultimately leading to improved employment relationships.

The result in Table 2 revealed a Pearson Correlation Coefficient ( $r$ ) of 0.765\*\* and a p-value of 0.000, which indicates a positive and strong relationship between the existence of structures and the resource base of transport companies in South-South, Nigeria. This means that as transport companies continue to set-up and implement robust, localized and specialized structures then their goal of increasing resources, rising capital, widening the operational base, improving effectiveness, high patronage, service delivery and enhancing customer satisfaction would be correspondingly accomplished in transport companies in South-South, Nigeria. This finding is in agreement with Ojo (2018) that the existence of structures in employment relationships encompasses the hierarchical arrangements and reporting lines within an organization that define the chain of command and authority. Additionally, this finding aligns with Akinyele and Oyesola (2022) that structures reflect the levels of management, supervision, and decision-making, designating roles and responsibilities that improve employees' voice, decision-making processes, and unionization that culminates to effective goal accomplishments in transport companies. Furthermore, this finding agrees with the finding of Cameroun and Green (2019) that the existence of structures in employment relationships heightens the upholding and integration of strategies and practices that incorporate the implementation of structured employee development programmes and training initiatives aimed at enhancing the skills, knowledge, and capabilities of the workforce towards the effective accomplishment of stated goals. Thus, this finding is also consistent with the earlier observation by Ede et al. (2019) that the existence of structures sets the organs with formal frameworks, policies, and established procedures for engaging, placing, appraising and training employees in workshops among other career development programmes towards their skill enhancement, acquisition of new competencies, and career advancement that contributes to effective and timely accomplishment of organization's goals and resource base.

The result in Table 3 revealed a Pearson Correlation Coefficient ( $r$ ) of 0.758\*\* and a p-value of 0.000, which indicates a positive and strong relationship between the existence of structures and strategic constituent satisfaction of transport companies in South-South, Nigeria. This means that structures contributed 57.5% to the

strategic constituent satisfaction of transport companies in South-South, Nigeria. This means that as transport companies continue to set-up and implement robust, localized and specialized structures then their goal of improved effectiveness, high patronage, service delivery and enhanced customer satisfaction will be strategically accomplished in transport companies in South-South, Nigeria. This finding is consistent with Mackenzie et al. (2018) that the structure existing and inherent in any organization would help towards increasing the concern for work-life balance and employee wellbeing and reciprocal boost towards delivery of services that satisfy the teeming customers in transport companies. This finding is consistent with the position of Oluwadare and Adeleke (2021) that fostering open and effective communication would enable transport companies to be tactically poised towards establishing clear channels of communication between management and employees that is vital for the receipt of regular feedback mechanisms during the delivery of services that satisfies and interest its customer base. Accordingly, this finding is consistent with the position of Mowbray et al. (2020) that the existence of structures stems from human resource management practices that help to improve employee voice, creativity, and innovation as well as the promotion of trust, collaboration and shared sense of purpose that drives employees delivery of quality services that would excite and satisfy the teeming and constituent customers of transport companies. Also, the finding of this study aligns with the position of Caniel et al., (2019) that existence of structures in employment relationship involves the establishment of legal compliance mechanisms and policies that ensure adherence to labour laws, regulations, and employment standards. This finding also implies that the existence of structures enhance the implementation of anti-discrimination policies, health, and safety protocols, and labour law compliance procedures that protect employees' rights, promote a safe and inclusive work environment (Nyarko & Simons, 2021). This finding aligns with previous findings that the existence of structures improves the presence and effectiveness of organizational frameworks, hierarchies, and systems that govern the relations between employees and the management in an organization (Sivanandam & Chaturvedi, 2020). In addition, this finding conform to the earlier finding that structures play a critical role in defining the roles, responsibilities, and communication channels among the diverse employees, managers, and other stakeholders (Seliverstova & Pierog, 2021). Thus, the attainment of these measures would culminate in what Usman and Mat (2021) regard as the integration of green human resource management initiatives and strategies that promotes employee and employers compliance to ethical practices and upholding legal standards that positively impact towards the effective performance of an organization among its competitors in the business environment.

## Conclusion

The study revealed that the existence of structures in transport companies positively, strongly and significantly contributed to each of the measures of organizational effectiveness such as goal accomplishment, resource base, and strategic constituent satisfaction. In specificity, the existence of structures enabled companies to set up a system in place to track and measure progress of its operational fleets and staff, aiding transport companies to innovate and adapt ideas to realize its goals in a changing work environment, enabling the management of transport companies to maintain a diversified base of suppliers to reduce dependency on a single source.

## Recommendations

Based on the findings of this study the following recommendations were proffered:

1. The management of transport companies should delegate roles to different hierarchies in order to reduce the dependency on a single unit that could affect profitability and goal attainment.
2. The Ministries of Transport and Commerce should confirm the existence of managerial, operational, driving, courier and other hierarchical positions for the transparent, effective service delivery and prompt decision-making that can improve resource base and profitability prior to the registration and approval of the operational license of transport companies.
3. Transport companies should set up rules and regulations that aid employees and employers to effectively adjust and work under an ethical and harmonious environment and culture of delivering quality services that lead to the attainment of realistic and achievable targets, goals, customer base, market expansion and profitability of transport companies.

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