

Organizational configurations and performance: A critical analysis of the scientific literature.

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Abstract

This bibliometric study Analyzes 92 articles from Google Scholar on the impact of organizational structures on organizational performance. The research identifies three main themes: 1) organizational structure and associated variables (27 articles), 2) organizational performance and its various determinants (41 articles), and 3) direct structure-performance relationship (24 articles). The descriptive analysis reveals research trends, contextual specificities , and persistent gaps in the literature . This study contributes to a better understanding of the links between organizational design and performance, while helping to structure a complex research field that lacks a standardized universal model and highlights the importance of contextual factors . It identifies priority research gaps, particularly concerning the direct and indirect mechanisms linking structure and performance, thereby opening promising perspectives for future research.

Keywords: Organizational structure (OS), Organizational Performance (OP), Context,Contingency factors.

Jel classification: O53, D36

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Introduction :

Understanding organizational dynamics is a major challenge for management researchers and practitioners. Among the many dimensions studied, organizational structure and organizational performance occupy a central place, as they significantly influence companies' ability to adapt, innovate, and achieve their strategic objectives. This literature review aims to explore these two concepts in three distinct parts.

Initially, we will examine studies on organizational structure, highlighting the various theoretical and empirical approaches that have sought to define its characteristics, determinants, and implications. A synthesis and critical analysis of these works will allow us to identify dominant trends and persistent gaps in this field of research.

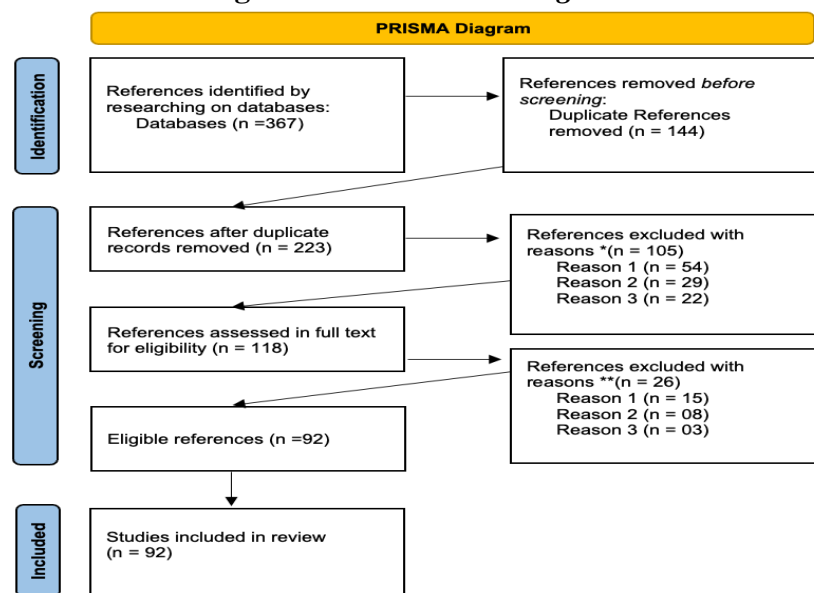
Next, we will focus on studies dedicated to organizational performance, exploring the multiple dimensions that define it as well as the factors that influence it. A synthesis of the identified works will be followed by an analysis aimed at identifying the convergences and divergences between the different theoretical and methodological perspectives.

Finally, we will discuss studies that have simultaneously examined the links between organizational structure and organizational performance. These often interdisciplinary works seek to understand how structure can act as a lever or, conversely, as a hindrance to performance. A synthesis and in-depth analysis of this research will allow us to better understand the complex interactions between these two variables and to open avenues for future investigations.

Through this structured literature review, we aim to offer a comprehensive and critical overview of current knowledge on organizational structure and performance, while identifying promising research directions to deepen our understanding of these key management concepts.

The following diagram illustrates the systematic methodology used to select the articles for our literature review. It traces the successive steps of identification, deduplication, screening, and inclusion that led to our final corpus of 92 articles. This process ensures the transparency and reproducibility of our bibliometric analysis by explicitly documenting the eligibility criteria and reasons for exclusion at each stage.

Figure N° 1. PRISMA Diagram



* Reason 1: Publication period outside the scope of the study, Reason 2: Topic not relevant, Reason 3: Inappropriate type of publication.
 ** Reason 1: Missing or incomplete study variables, Reason 2: Context too far removed, Reason 3: Languages not selected.

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1. Organizational structure in literature

Organizational structure refers to the way an organization formally arranges its activities, distributes tasks, defines responsibilities, and establishes hierarchical and functional relationships among its members. It influences the coordination of activities, the flow of information, and the decision-making processes within the organization.

According to Mintzberg (1982), structure is defined as the set of means used to divide work into distinct tasks and to coordinate those tasks. For Robbins and Coulter (2018), it represents the formal framework in which roles, responsibilities, and hierarchical relationships are organized to enable the organization to achieve its objectives. Finally, Daft (2015) emphasizes that organizational structure establishes the configuration of positions, departments, processes, and systems that guide organizational behavior.

To deepen the understanding of organizational structure, we analyzed and synthesized 27 studies that consider it as a variable of study, in relation to other variables such as decision-making, innovation, employee satisfaction, and overall performance. Although the results vary across cultural and sectoral contexts, they converge on the idea that organizational structure must be adapted to meet the specific needs of each organization. To further explore this topic, future research could examine the impact of hybrid structures or emerging models, such as self-managed organizations, in an ever-evolving environment.

- **Summary of the Analysis of Studies on Organizational Structure**

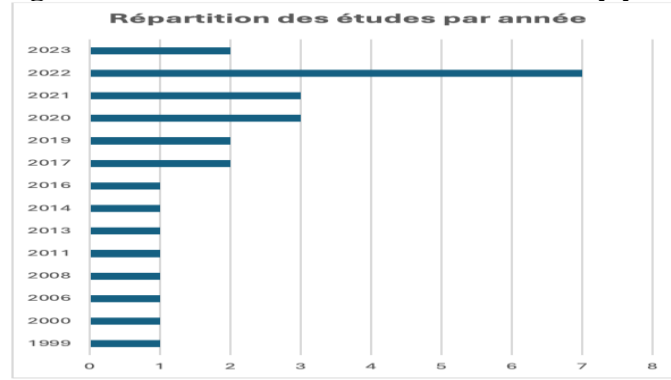
The analysis of the studies included in our literature review highlights the different dimensions of organizational structure through several study variables. Here is a summary of the main trends observed from the analysis of our database.

Table N°1. Database of studies on organizational structure

N°	Auteur(s)	Année	Deuxième variable d'étude	Méthodologie	Collecte de données	Échantillon	Pays	Secteur	Impact
1	STUART	1999	Gestion de l'identité de l'entreprise	Théorique	Analyse documentaire	Non spécifié	Non spécifié	Non spécifié	Positif
2	LAKHAL & LIMAM	2000	Stratégie qualité	Quantitative	Questionnaire	109 entreprises	Tunisie	Divers	Positif
3	NGOKEVINA & KOMBOU	2006	Pouvoir du dirigeant	Quantitative	Questionnaire	84 entreprises	Cameroun	Divers	Positif
4	MNIF	2008	Systèmes d'information comptable (SIC)	Quantitative	Questionnaire	48 managers	Tunisie	Divers	Positif
5	HUANG et al	2011	Culture nationale	Quantitative	Questionnaire	266 entreprises	Multi-pays	Industrie	Positif
6	ELHAMMA	2013	Comptabilité par activité (ABC)	Quantitative	Questionnaire	62 entreprises	Maroc	Divers	Positif
7	LEE et al	2014	Objectifs marketing	Théorique	Revue de littérature	Non spécifié	Non spécifié	Non spécifié	Mitigé
8	KERBOUCHE et al	2016	Décisions stratégiques	Quantitative	Questionnaire	31 PME	Algérie	Divers	Positif
9	AHAROJAY & RAJAA	2017	Innovations organisationnelles	Quantitative	Questionnaire	50 entreprises	Maroc	Agroalimentaire, textile, service	Mitigé
10	JAEHOON et al	2017	Comportement innovant	Quantitative	Questionnaire	750 employés	Corée du Sud	Industrie	Mitigé
11	AL-HUNAITI & AL-QUEED	2019	Avantage compétitif	Quantitative	Questionnaire	175 employés	Jordanie	Industrie	Positif
12	REZAEI et al	2019	Diagnostic de la structure organisationnelle	Qualitative	Recherche-action	1 entreprise	Iran	Génie civil	Négatif
13	SIMONA et al	2020	Innovation ouverte	Quantitative	Questionnaire	156 PME	Chine	Divers	Mitigé
14	GATTAL & RAHEM	2020	Créativité administrative	Quantitative	Questionnaire	200 employés	Algérie	Mines et phosphates	Positif
15	GILSA et al	2020	Sécurité opérationnelle	Qualitative	Etude de cas	1 entreprise	International	Pétrole et gaz	Négatif
16	EVA et al	2021	Satisfaction au travail	Quantitative	Questionnaire	1500 entreprises	Australie	Divers	Mitigé
17	ABDI & KOUACHI	2021	Autonomisation	Quantitative	Questionnaire	68 employés	Algérie	Banque et finance	Négatif
18	SCHUMACHER	2021	Leadership et domination des CEOs	Quantitative	Analyse documentaire	233 CEOs	États-Unis	Divers	Positif
19	PRIMORAC & DOMLIJAN	2022	Culture organisationnelle	Quantitative	Questionnaire	47 employés	Bosnie-Herzégovine	Construction	Positif
20	EL ABIDI & MESSAOUDI	2022	Innovation et performance	Quantitative	Questionnaire	41 entreprises	Maroc	Divers	Mitigé
21	KOBTANE et al	2022	Comportement innovant	Quantitative	Questionnaire	102 cadres	Algérie	Électronique	Positif
22	ALALKA	2022	Comportement organisationnel	Quantitative	Questionnaire	112 employés	Algérie	Mines et fer	Positif
23	ZHANG et al	2022	Conflit des équipes de direction (TMT)	Quantitative	Questionnaire	249 entreprises	Chine	Industrie	Mitigé
24	NOWOTNY et al	2022	Value-Based Management (VBM)	Quantitative	Questionnaire	117 entreprises	Allemagne/Autriche	Divers	Positif
25	KUMMELSTEDT	2022	Leadership autogéré	Qualitative	Entretiens	1 entreprise	Suède	Conseil	Positif
26	MAURER et al	2023	Communication et réseaux	Qualitative	Entretiens	1 entreprise	Allemagne	Logistique	Positif
27	GIOVANNINI & GIALIOLIF	2023	Pratiques RH et culture organisationnelle	Qualitative	Entretiens	75 cadres des entreprises	Suisse	Institutions universitaires	Positif

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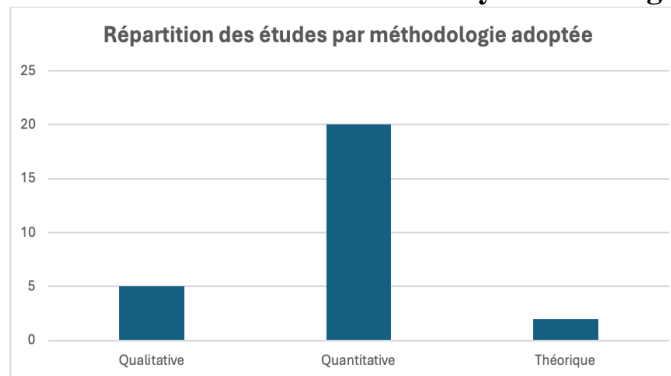
Figure N° 2. Distribution of studies on OS by year



Source: Created by the authors

There has been a sharp increase in recent publications, peaking in 2022. This demonstrates that organizational structure has become a topical subject in recent research. Before 2017, studies were more scattered and less numerous. This trend confirms the growing interest of researchers in this theme, particularly in light of economic and organizational changes.

Figure N° 3. Distribution of studies on OS by methodologies adopted

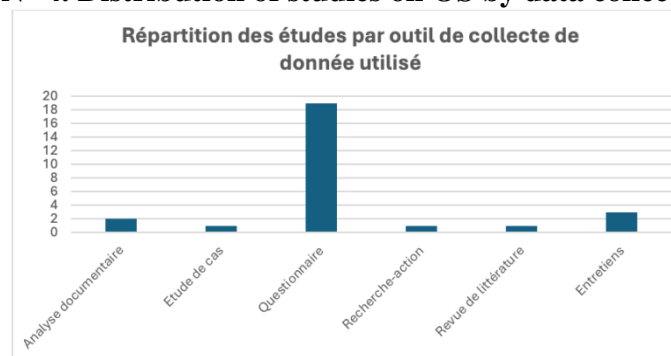


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The majority of research on organizational structure adopts a quantitative approach (20 studies), reflecting a desire to test models and statistically measure the relationships between variables. Qualitative approaches (5 studies) are less represented, but they provide a more nuanced and contextual understanding of organizational dynamics. Finally, a small number of theoretical studies (2) focus on conceptualization and the development of explanatory models.

This distribution thus shows a predominance of quantitative empirical work, but also highlights the complementarity of approaches for understanding the complexity of organizational structures.

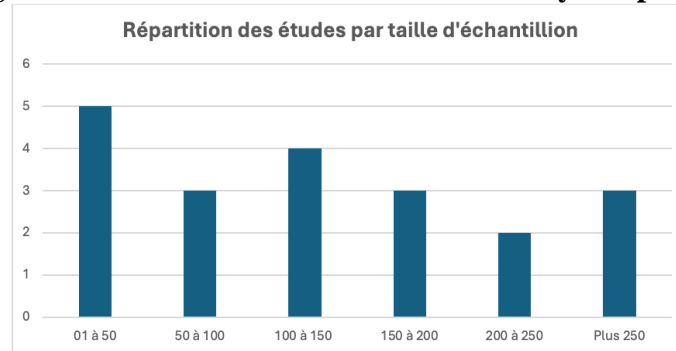
Figure N° 4. Distribution of studies on OS by data collection tools



Source: Created by the authors

A clear predominance of questionnaires (19 studies) is observed, confirming that research on organizational structure is primarily oriented towards quantification and empirical measurement. Interviews (3 studies) and document analysis (2 studies) occupy a secondary place, favored for exploring the context in greater depth or supplementing quantitative data. Other tools (case studies, action research, literature reviews) appear only marginally, reflecting a more exploratory or reflective use. This confirms that the field is dominated by standardized and statistical methods, while qualitative and mixed-methods approaches remain in the minority but offer added value in terms of contextual understanding.

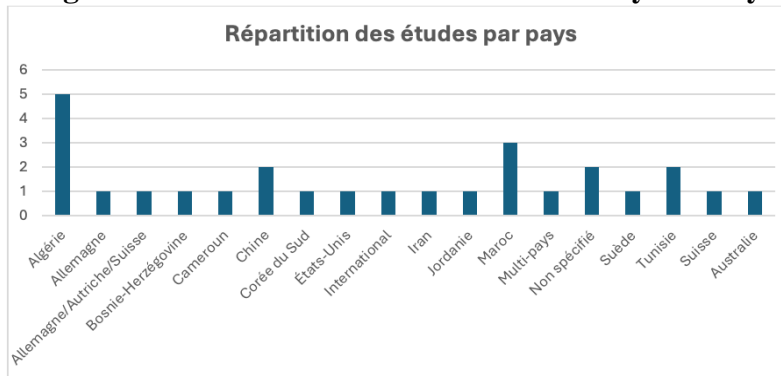
Figure N° 5. Distribution of studies on OS by sample size



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The majority of studies use small to medium-sized samples (fewer than 150 respondents, or 12 out of 20 studies). This reflects a preference for targeted and accessible surveys, often tailored to specific organizational contexts. Studies with large samples (more than 200 respondents, 5 studies) exist but remain less frequent, likely due to fieldwork and resource constraints. This demonstrates that, in the literature, external validity is sometimes limited by modest sample sizes, but contextual depth is prioritized.

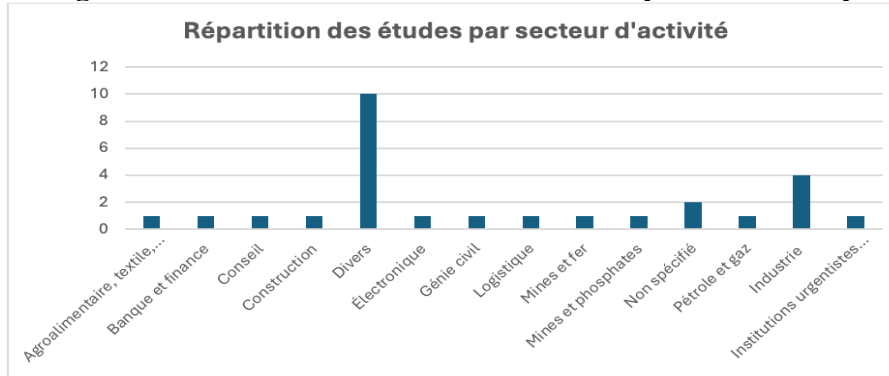
Figure N° 6. Distribution of studies on OS by country



Source: Created by the authors

Geographical analysis reveals a strong concentration of studies in North Africa (Algeria, Morocco, Tunisia), followed by contributions from Asia (China, South Korea, Iran, Jordan) and Europe (Germany, Switzerland, Sweden, Bosnia and Herzegovina). The Americas and Australia are poorly represented, with only a few isolated cases (United States, Australia). This distribution reflects both the marked interest of researchers from emerging countries in organizational structure within the context of economic transformation and the international diversity of the research, even if it remains limited.

Figure N° 7. Distribution of studies on OS by sector activity

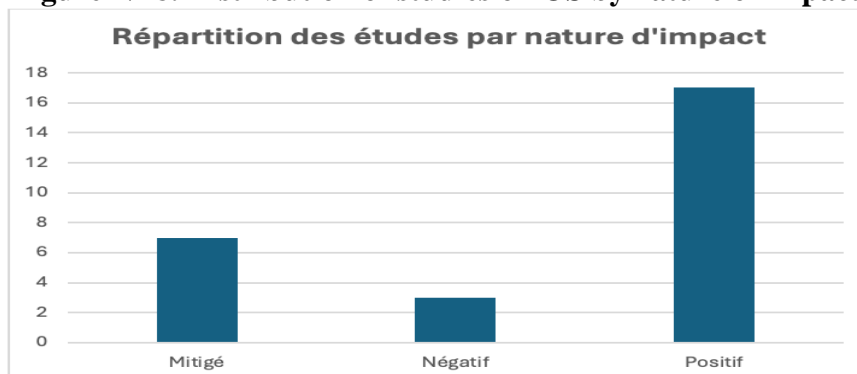


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The sectoral analysis reveals a wide dispersion of studies: the majority of works fall into the "miscellaneous" category (10 studies), reflecting the diversity of organizational contexts examined. Industry is relatively well represented (4 studies), confirming its importance as a field for analyzing organizational structure. In contrast, specialized sectors such as agri-food, textiles, services, banking/finance, logistics, and energy (oil and gas) appear only sporadically, often through targeted case studies.

The presence of analyses in specific contexts (security institutions, mining, construction, consulting) is also noteworthy, illustrating researchers' interest in testing the relationship between structure and other variables in varied environments. In summary, the sectoral distribution highlights a diversity of empirical contexts, but without any real concentration on a specific sector.

Figure N° 8. Distribution of studies on OS by nature of impact



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The results of the studies mostly indicate a positive impact of organizational structure on various variables studied. However, mixed results appear when it comes to innovation and job satisfaction. Some studies point to a negative impact, particularly regarding structural rigidity and its effects on creativity or employee empowerment.

In conclusion, studies on organizational structure reveal a diversity of contexts and sectors, with a predominance of quantitative approaches based on questionnaires. Recurring themes include formalization, organizational culture, and innovation, reflecting the importance placed on internal mechanisms of coordination and adaptation. There is a strong representation of work from emerging and developing countries, indicating a growing interest in these issues within changing environments. However, the sectoral and geographical dispersion underscores that organizational structure remains a cross-cutting concept, but one rarely studied in depth in specific sectors such as agri-food. This highlights the relevance of further exploring this field in particular environments, where structural dynamics can have a decisive impact on performance.

2. Organizational performance in the literature

Organizational performance refers to an organization's ability to achieve its objectives, whether strategic, operational, financial, or non-financial, by effectively mobilizing and utilizing its resources (human, financial, material, and informational). It is reflected through the results achieved, the quality of internal processes (coordination, information flow, adaptability to changes), the optimization of resources, and incorporates a multidimensional perspective (financial, operational, human, social, innovative) while taking into account both internal and external contexts. Thus, performance appears as a global and dynamic construct, reflecting both process efficiency, goal attainment, and the organization's capacity to adapt.

Organizational performance is a complex and multidimensional concept that has been the subject of extensive scientific research. These studies, conducted across various contexts and sectors, explore the factors influencing organizational performance, highlighting relationships between variables such as technology, organizational strategies, human resource management practices, and others. To better understand these dynamics, we synthesized and analyzed the results of 41 relevant studies on the subject.

- **Summary of the Analysis of Studies on Organizational Performance**

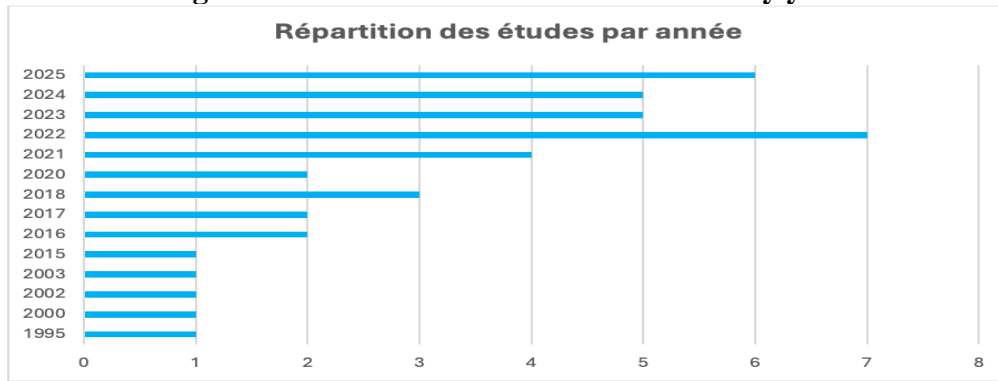
The analysis of the studies identified in our literature review highlights the different dimensions of organizational performance across several study variables. Here is a summary of the main trends observed from the analysis of our database.

Table N° 2. Database of studies on organizational performance

N°	Auteur(s)	Année	Deuxième variable de l'étude	Méthodologie	Collecte de données	Échantillon	Pays	Secteur	Impact
1	BERGERON et al	1995	Sophistication technologique et stratégies organisationnelles	Quantitative	Questionnaire	119 organisations canadiennes de grande taille	Canada	Divers	Positif
2	BOULIANNE	2000	Validité de contenu, convergente, discriminante, analyse factorielle,	Quantitative	Questionnaire	90 unités d'affaires canadiennes	Canada	Divers	Mitigé
3	JALLETTE & BERGERON	2002	Relations industrielles (RI)	Quantitative	Questionnaire	241 caisses populaires du Mouvement Desjardins au Québec	Canada	Secteur financier	Positif
4	BARLETTE & CARRIERE	2003	Complémentarité des pratiques de GRH	Quantitative	Questionnaire	177 entreprises canadiennes (industrie et services)	Canada	Industrie	Positif
5	CHADLIA & AZOUADOU	2015	Statut des entreprises (privé vs public)	Qualitative	Observation	100 entreprises algériennes (50 privées, 50 publiques)	Algérie	Divers	Positif
6	MAALEJ BEN ZAIED & AFFES	2016	Sources externes de connaissances	Quantitative	Questionnaire	200 entreprises tunisiennes	Tunisie	Divers	Positif
7	ALROWWAD et al	2016	Leadership transformationnel et responsabilité sociétale d'entreprise	Quantitative	Questionnaire	217 employés d'entreprises jordaniennes (secteur pharmaceutique)	Jordanie	Pharmaceutique	Mitigé
8	MOKHTARI	2017	Système ERP	Quantitative	Questionnaire	3 grandes entreprises algériennes	Algérie	Commerce	Positif
9	BOUBAKARY & MOSKOLAI	2017	Compétences et capacités organisationnelles	Quantitative	Questionnaire	109 PME camerounaises (commerce, industrie, services)	Cameroun	Commerce, industrie,	Positif
10	BENYTHO & MISSADUI	2018	Planification stratégique	Quantitative	Questionnaire	60 PME marocaines	Maroc	Divers	Positif
11	AL KHAJEH	2018	Styles de leadership	Quantitative	Questionnaire	Employés de 20 organisations	Non précisé	Divers	Mitigé
12	OUBBA & AKRICH	2018	Contrôle de gestion et pilotage de la performance	Théorique	Revue de littérature	Non applicable	Non précisé	Divers	Positif
13	ATTAR & ZAH	2020	Alignement stratégique du système ERP	Qualitative	Entretiens	5 sociétés d'assurance et mutuelles marocaines	Maroc	Assurance	Positif
14	DOUMI & RABAH ALLAH	2020	Management de la qualité totale (TQM)	Quantitative	Questionnaire	40 cadres de l'entreprise Hodna Lait – Msila	Algérie	Agroalimentaire	Mitigé
15	EL HAFIO & RAFIQ	2021	Alignement des systèmes d'information	Théorique	Revue de littérature	Non applicable	Non précisé	Divers	Positif
16	ABID	2021	Systèmes d'information (SI)	Qualitative	Étude de cas	Entreprise publique algérienne Sonelgaz	Algérie	Énergie	Positif
17	BENHACINE & HAMMADI	2021	Engagement de la haute direction	Quantitative	Questionnaire	124 cadres et employés d'entreprises algériennes certifiées ISO 9001	Algérie	Énergie	Positif
18	LEE et al	2021	Adoption de l'IOT	Quantitative	Questionnaire	63 entreprises industrielles malaysiennes	Malaisie	Industrie	Positif
19	DIAKITE et al	2022	Facteurs individuels	Théorique	Revue de littérature	Non applicable	Mali	Santé	Positif
20	EL BAKKOUCHI et al	2022	Environnement externe	Quantitative	Questionnaire	82 responsables de 23 établissements universitaires marocains	Maroc	Éducation	Positif
21	TALMENSOUR et al	2022	Systèmes CRM	Quantitative	Questionnaire	72 entreprises des clusters industriels de la région Sous-Massa – Maroc	Maroc	Industrie	Positif
22	BADOUAN et al	2022	Pratiques RH innovantes	Théorique	Revue de littérature	Non applicable	Non précisé	Divers	Positif
23	ALAMI & AFTISS	2022	Utilisation des TI	Qualitative	Entretiens	10 cadres d'une entreprise industrielle	Non précisé	Industrie	Positif
24	ERRACHIDI & EL FAKIR	2022	Nouveaux modèles de gouvernance	Qualitative	Entretiens	21 établissements universitaires de l'université d'Ibn Zohr – Maroc	Maroc	Éducation	Positif
25	MEZIANI & BOUCHETARA	2022	Facteurs déterminants de la performance	Quantitative	Questionnaire	104 entreprises économiques algériennes	Algérie	Divers	Positif
26	EL MAHI & SLAOU	2023	Leadership transformationnel	Théorique	Revue de littérature	51 articles	Non précisé	Non précisé	Positif
27	EL BAKKOUCHI & EL BAKKOUCHI	2023	Stratégie	Quantitative	Questionnaire	82 répondants (taux de réponse 51,25%)	Maroc	Universités publiques	Positif
28	RIZWAN et al.	2023	Innovation verte	Quantitative	Questionnaire	320 employés	Pakistan	Secteur textile	Positif
29	QUALATI et al.	2023	Pratiques environnementales durables	Quantitative	Questionnaire	325 employés	Chine	Industrie	Positif
30	MAHOUIAT et al.	2023	Audit externe	Théorique	Revue de littérature	Non précisé	Maroc	Secteur public	Positif
31	NIANG	2024	Participation à la prise de décision	Quantitative	Questionnaire	35 PMET	Sénégal	Tourisme	Positif
32	HAMA & KARIM	2024	Innovation et intelligence artificielle	Quantitative	Questionnaire	79 entreprises	Maroc	Secteur textile	Négatif
33	ECH-CHOUYEKH et al.	2024	Fiscalité et réformes fiscales	Théorique	Revue de littérature	Non précisé	Maroc	Non précisé	Mitigé
34	AZZI & EL KAHI	2024	Innovation (produit, processus, marketing, etc.)	Théorique	Revue de littérature	Non précisé	Non précisé	Non précisé	Positif
35	BOUBOUH & GHANIM	2024	Digitalisation et intelligence artificielle	Théorique	Revue de littérature	Non précisé	Non précisé	Non précisé	Mitigé
36	KASMI & HELMI	2025	Innovation managériale	Quantitative	Questionnaire	91 acteurs universitaires	Maroc	Universités publiques	Positif
37	ENIANLOKO & HOUNKOU	2025	Déterminants de la performance	Quantitative	Questionnaire	57 entreprises hôtelières	Bénin	Tourisme	Mitigé
38	MIRDASSE	2025	Management de la performance	Théorique	Revue de littérature	Non précisé	Non précisé	Non précisé	Mitigé
39	NTAMAG et al.	2025	Gestion des talents	Qualitative	Entretiens	32 entretiens	Non précisé	Banques commerciales	Positif
40	BADDIH et al.	2025	Contrôle interne (COSO)	Quantitative	Questionnaire	32 gestionnaires/cadres	Maroc	Universités publiques	Positif
41	ELOUZZANI & CHAKOR	2025	Normalisation	Quantitative	Questionnaire	85 entreprises (région Rabat-Salé-Kénitra)	Maroc	Secteur du nettoyage	Mitigé

Source: Created by the authors

Figure N° 9. Distribution of studies on OP by year

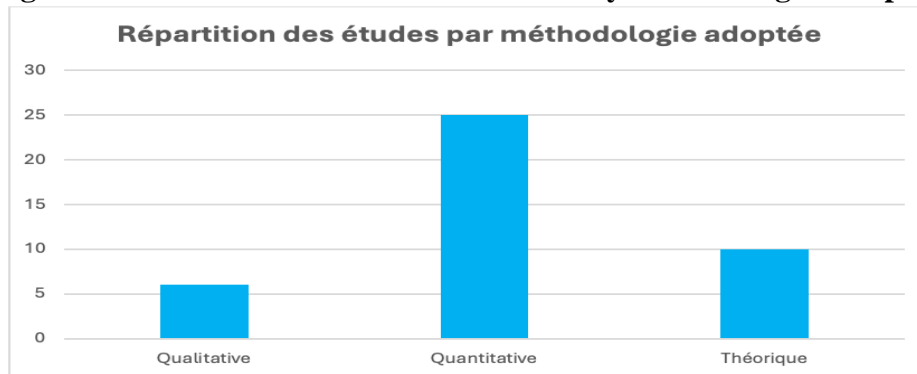


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The chronological analysis highlights a gradual evolution in researchers' interest in organizational performance. Publications were virtually nonexistent before 2015 (a few isolated studies between 1995 and 2003), reflecting the still-emerging nature of the field at that time. From 2016 onward, a steady increase in the number of articles is observed, with a marked peak between 2021 and 2025 (27 out of 41 studies, or more than 65%). This concentration in the last five years shows that organizational performance has become a major topical issue, probably linked to:

- The structural and digital transformations of organizations, Pressures related to international competitiveness,
- And more recently, the impacts of the pandemic and economic crises.

Figure N° 10. Distribution of studies on OP by methodologies adopted

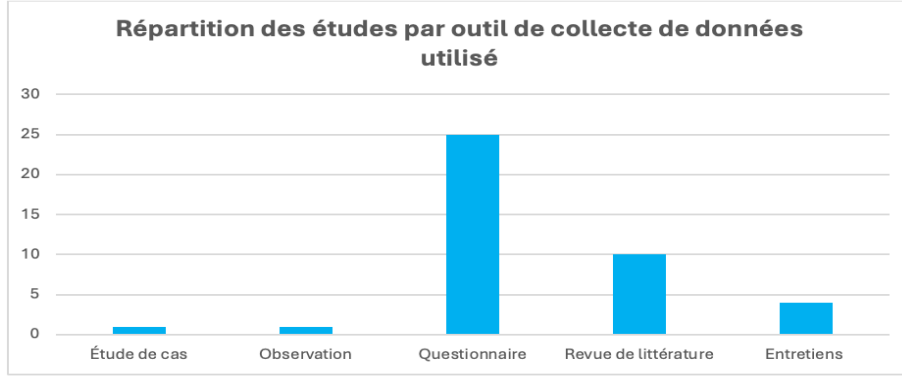


Source: Created by the authors

Analysis of the methodologies adopted reveals a strong predominance of quantitative approaches (25 studies), reflecting researchers' desire to measure organizational performance through empirical data, numerical indicators, and statistical surveys. Qualitative approaches (6 studies) remain marginal, often used in specific contexts to explore certain determinants of performance in depth. Finally, the presence of 10 theoretical works reveals the importance of efforts to conceptualize and model the concept of organizational performance, which remains subject to debate and clarification. Thus, the literature highlights an imperfect balance:

- Quantitative studies dominate, confirming the search for objectivity.
- Theoretical studies provide a rich conceptual basis.
- Qualitative studies remain few in number, which underlines an opportunity for future research aimed at deepening the understanding of concrete mechanisms.

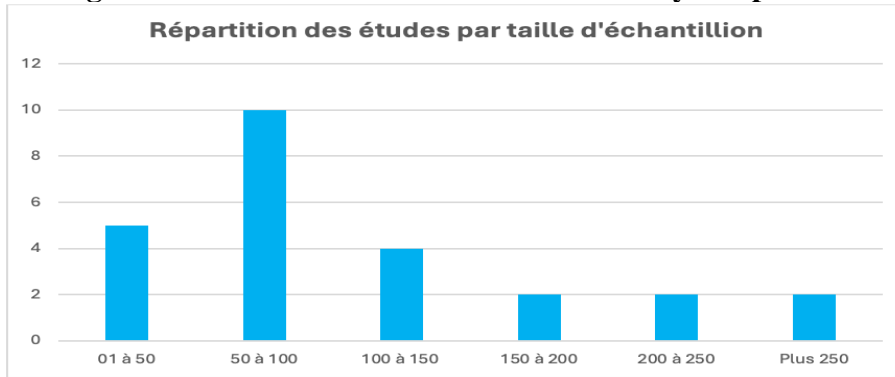
Figure N° 11. Distribution of studies on OP by data collection tools



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Data collection methods are largely dominated by questionnaires, reflecting a strong preference for quantitative survey-based approaches. Literature reviews also play an important role in conceptual and theoretical clarification. In contrast, qualitative methods such as interviews, case studies, and especially direct observation—are underutilized, despite their potential to provide deeper insights into internal organizational mechanisms.

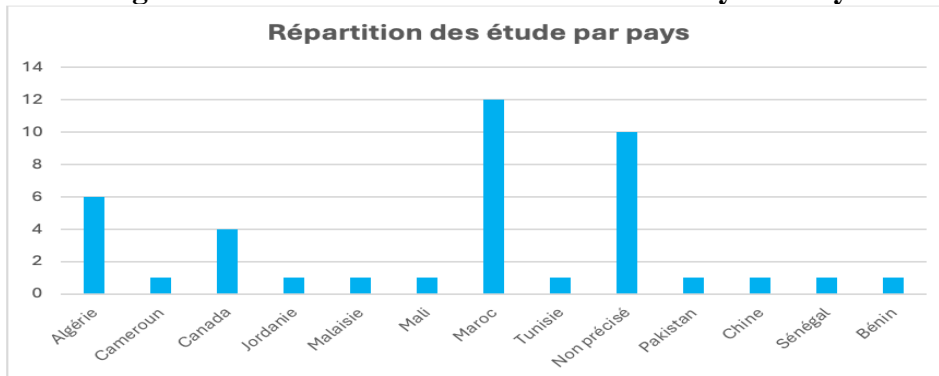
Figure N° 12. Distribution of studies on OP by sample size



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The analysis of sample sizes shows a strong predominance of small samples, with nearly half of the studies involving fewer than 100 respondents. Medium-sized samples are less common, while large-scale surveys remain rare. This reliance on limited samples may constrain the generalizability and robustness of research findings.

Figure N° 13. Distribution of studies on OP by country

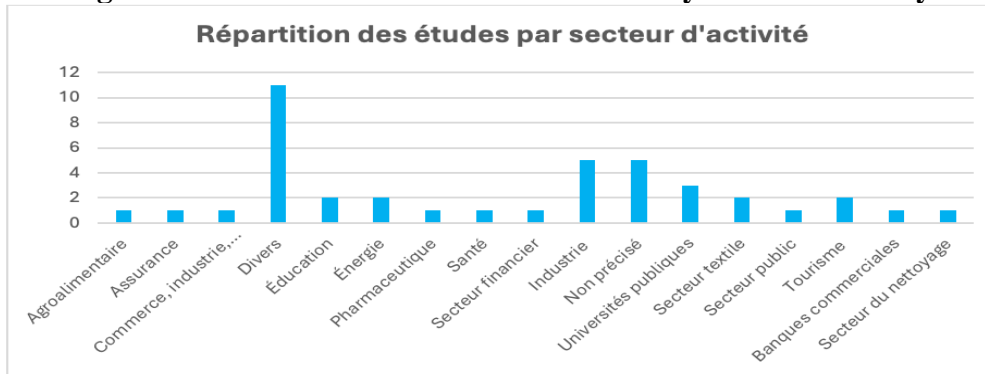


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The geographical distribution of the studies shows a strong concentration in the Maghreb, particularly in Morocco (12 studies) and Algeria (6 studies), confirming the growing academic interest in organizational performance issues in this region. Tunisia, on the other hand, is very poorly represented (only 1 study). Outside the Maghreb, the presence of

studies in Canada (4 studies) reflects the interest of North American researchers in these topics, often within the context of advanced public or private management. Other countries appear sporadically (Cameroon, Mali, Senegal, Benin, Jordan, Malaysia, Pakistan, China), highlighting geographical diversity but with a low density. Finally, a significant number of studies (10) do not explicitly indicate the country of application, which limits their contextualization.

Figure N° 14. Distribution of studies on OP by sector of activity

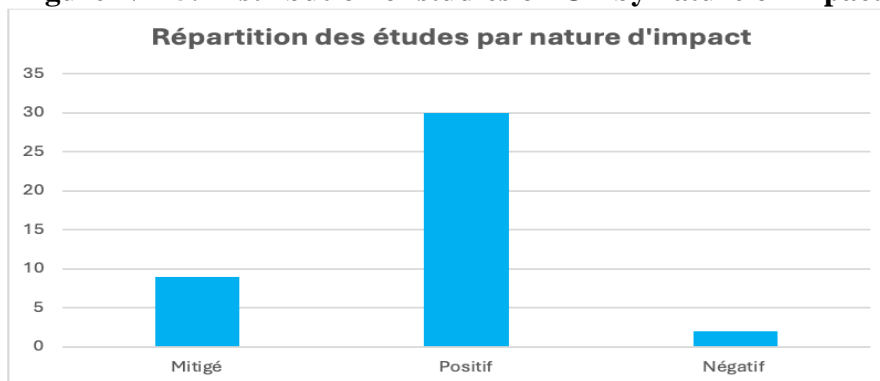


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The sectoral distribution of the studies highlights a significant heterogeneity in the contexts analyzed. The majority of the works are classified as miscellaneous (11 studies) or unspecified (5 studies), reflecting considerable dispersion and sometimes a lack of precision regarding the field of application. Industry (5 studies) and public universities (3 studies) appear as preferred settings, reflecting both the importance of the industrial sector in the analysis of organizational performance and the academic interest in the education sector. Specific sectors such as energy (2), tourism (2), textiles (2), and education (2) appear moderately, while others (agribusiness, healthcare, pharmaceuticals, the public sector, banking, insurance, and cleaning) are addressed only through ad hoc studies (1 study each).

This dispersion demonstrates that organizational performance is a cross-cutting theme, used in very diverse contexts, but without a strong concentration on any one dominant sector.

Figure N° 15. Distribution of studies on OP by nature of impact



Source: Created by the authors

Analysis of the results shows that the majority of studies (30) highlight a positive impact of organizational performance on the variables studied (e.g., HR practices, innovation, information systems, strategy). This confirms that performance is often considered a key driver of improvement in the literature. However, 9 studies reveal mixed results, suggesting that the effect of performance is not always uniform and depends heavily on the sectoral, organizational, or methodological context. These nuanced cases remind us that performance can produce different effects depending on the conditions (size, culture, external environment).

Finally, only 2 studies report a negative impact, which remains marginal but indicates that, in certain contexts, the pursuit of performance can generate unintended negative consequences (e.g., workload overload, structural rigidity, decreased creativity).

In conclusion, the research reviewed on organizational performance is distinguished by its strong quantitative focus and the variety of associated variables (leadership, information systems, innovation, HR practices, governance, etc.). Performance is primarily studied from an economic and managerial perspective, with a clear predominance of positive results establishing links between organizational practices and performance. A marked trend emerges: much of the research originates from emerging and developing countries, reflecting the strategic importance given to performance in contexts of economic growth and structural transformations. However, the dispersion of variables and the significant methodological heterogeneity indicate the absence of a unifying framework. This wealth of research confirms the multidimensional importance of performance but calls for a more coherent integration of economic, social, systemic, and political dimensions in order to better understand its relationship with organizational structure.

3. The influence of organizational structure on organizational performance:

Organizational structure plays a central role in the performance of companies and institutions. It defines how resources, responsibilities, and processes are organized, thereby directly influencing the efficiency and effectiveness of organizations. Over the past several decades, numerous studies have explored the impact of organizational structure and its dimensions such as centralization, formalization, and complexity on organizational performance. Conducted across various geographical and sectoral contexts, this research has helped to better understand how an organization's structural characteristics can either enhance or hinder its ability to achieve its objectives.

In this section, we synthesized and analyzed 24 academic studies that examine both variables of our research simultaneously. Through an in-depth analysis of these studies, we aim to identify the structural dimensions that have the greatest influence and to understand how organizations can optimize their performance by adapting their structure to their specific needs.

- **Summary of the Analysis of Studies on the Impact of Organizational Structure on Organizational Performance**

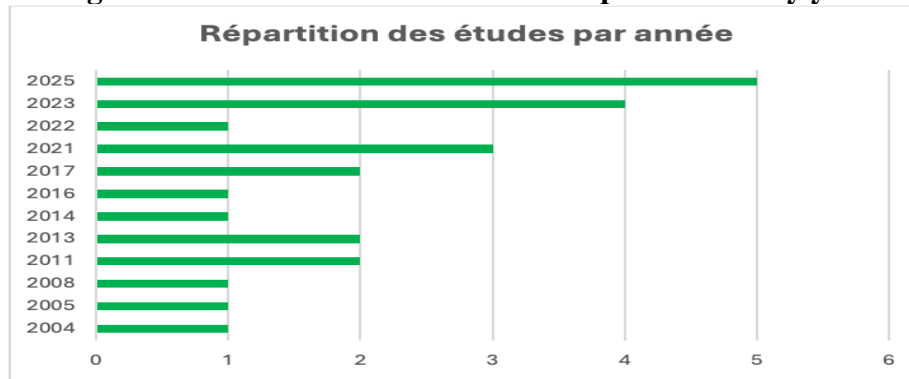
The analysis of the studies identified in our literature review highlights the different dimensions of organizational structure and organizational performance. Here is a summary of the main trends observed from the analysis of our database.

Table N° 3. Database of OS impact studies on OP

N°	Auteur(s)	Année	Deuxième variable de l'étude	Méthodologie	Collecte de données	Échantillon	Pays	Secteur	Impact
1	JOUIROU & KALIKA	2004	Alignement stratégique des TIC et stratégie	Quantitative	Questionnaire	381 PME	Non précisé	Divers secteurs	Positif
2	MEIJAARD et al	2005	Croissance des ventes, rentabilité, innovation	Quantitative	Questionnaire	1411 petites entreprises	Pays-Bas	Divers secteurs	Positif
3	Pleshko & Nickerson	2008	Orientation stratégique	Quantitative	Questionnaire	133 entreprises	Non précisé	Divers secteurs	Mitigé
4	GAVERA et al	2011	Environnement externe, stratégie, leadership, etc.	Quantitative	Questionnaire	92 entreprises industrielles	Roumanie	Industrie	Négatif
5	Chia-Ling & Huan-Jung	2011	Conception des Systèmes de Mesure de la Performance (PMS)	Quantitative	Questionnaire	168 entreprises	Taiwan	Divers secteurs	Positif
6	YASSEF	2013	Types de structures organisationnelles	Théorique	Revue de littérature	Non précisé	Algérie	Entreprises publiques	Mitigé
7	KHALEGHIA et al	2013	Formalité, concentration, complexité	Quantitative	Questionnaire	280 organisations coopératives	Iran	Coopératives	Mitigé
8	KERBOUCHE & BELMIMOUN	2014	Centralisation, formalisation, complexité	Quantitative	Questionnaire	41 PME	Algérie	Divers secteurs	Mitigé
9	BOUHELAL et al	2016	Compatibilité stratégie/structure	Quantitative	Questionnaire	73 entreprises	Algérie	Divers secteurs	Positif
10	SUNDAY et al	2017	Centralisation et satisfaction client	Quantitative	Questionnaire	354 personnes (employés et clients)	Nigeria	Microfinance	Positif
11	ABD EL MOUTALEB	2017	Performance des organisations gouvernementales	Quantitative	Questionnaire	110 fonctionnaires	Soudan	Secteur public	Positif
12	MAVI & MIN	2021	Capacité d'innovation	Quantitative	Questionnaire	212 entreprises industrielles	Malaisie	Industrie	Positif
13	OUCHACHE et al	2021	Centralisation, formalisation, diversification	Quantitative	Questionnaire	50 entreprises	Algérie	Divers secteurs	Négatif
14	KINTU & DE WAAL	2021	Culture organisationnelle	Quantitative	Questionnaire	300 employés	Ouganda	Secteur public	Positif
15	NOUPELE & MAYEGLE	2022	Caractéristiques de l'information du SCG	Quantitative	Questionnaire	203 entreprises	Cameroun	Industrie	Positif
16	SOUTH et al	2023	Agilité organisationnelle	Théorique	Revue de littérature	Non précisé	Non précisé	Divers secteurs	Positif
17	Moataz	2023	Développement technologique	Quantitative	Questionnaire	47 employés	Soudan	Production thermique	Positif
18	SEGHIROU & BELOUADAH	2023	Développement des structures organisationnelles	Quantitative	Questionnaire	81 directeurs d'agence	Algérie	Secteur public	Positif
19	EL BAKKOUCHI et al	2023	Dimensions de la performance organisationnelle	Quantitative	Questionnaire	82 chefs d'établissement	Maroc	Universités publiques	Positif
20	AGBAZA & WOTO	2025	Structure organisationnelle et pratiques de GRH	Quantitative	Questionnaire	50 agents (5 agences publiques)	Bénin	Agences publiques	Positif
21	AGHRAIGE & SGUENFLE	2025	Identité organisationnelle	Mixte	Observation, entretiens	45-50 participants (3 organisations)	Maroc	Divers secteurs	Positif
22	CHEGRI et al.	2025	Facteurs de contingence	Quantitative	Questionnaire	51 entreprises (Atlantic Free Zone)	Maroc	Divers secteurs	Positif
23	ANANA & EL ATTAR	2025	Orientation entrepreneuriale	Quantitative	Questionnaire	182 PME exportatrices	Maroc/Espagne	Agroalimentaire	Positif
24	Cui	2025	Transformation digitale (rôle médiateur)	Quantitative	Questionnaire	150 observations (5 entreprises)	Non précisé	Divers secteurs	Positif

Source: Created by the authors

Figure N° 16. Distribution of OS-OP impact studies by year

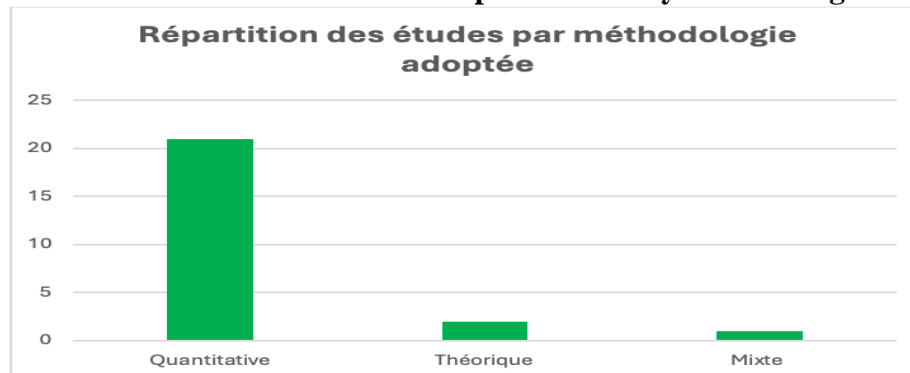


Source: Created by the authors

The chronological distribution of research on the link between organizational structure and performance reveals a gradual evolution:

- Between 2004 and 2017, studies were sporadic and limited (1 to 2 publications per year). This shows that the subject already existed in the literature, but remained little explored and marginal.
- From 2021 onwards, there has been a strong increase in scientific interest: 3 studies in 2021, 4 in 2023 and already 5 in 2025. This recent acceleration confirms that the theme is gaining importance in academic debate, probably linked to contemporary issues of performance, competitiveness, innovation and organizational adaptation in an uncertain environment.

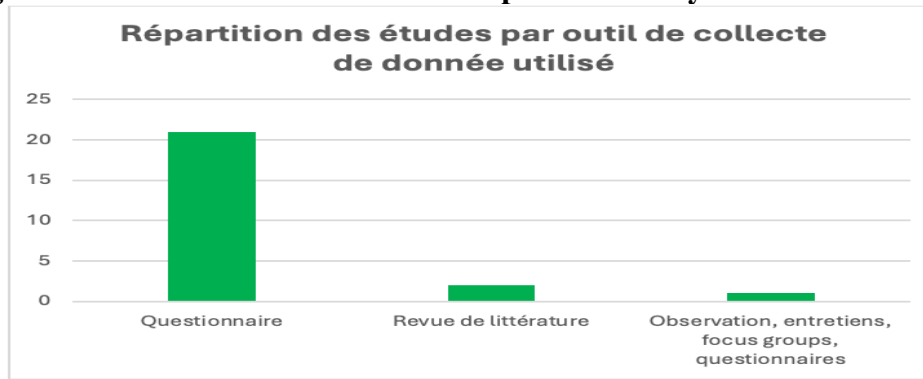
Figure N° 17. Distribution of OS-OP impact studies by methodologies adopted



Source: Created by the authors

The analysis reveals a strong predominance of quantitative approaches (21 studies), confirming that the study of the link between organizational structure and performance relies primarily on surveys and statistical analyses. Theoretical approaches (2 studies) are marginal, reflecting a limited but useful conceptual contribution for framing the discussion. Finally, only one study adopts a mixed methodology, combining qualitative and quantitative data, demonstrating that triangulation remains underutilized in this field of research. In summary: the literature primarily emphasizes empirical, numerical evidence but would benefit from incorporating more qualitative or mixed methods to better grasp the complexity of the structure-performance relationship.

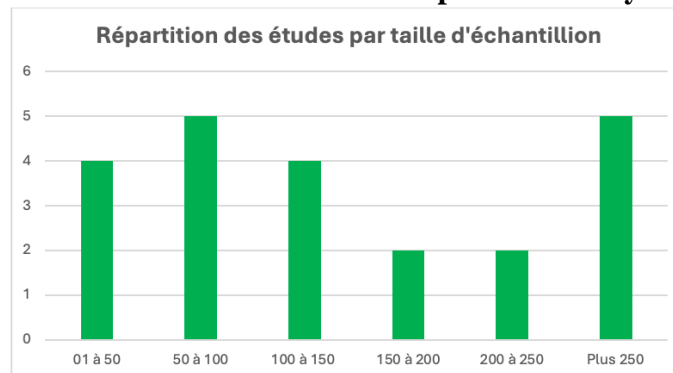
Figure N° 18. Distribution of OS-OP impact studies by data collection tools



Source: Created by the authors

An examination of the data collection tools reveals a clear predominance of questionnaires (21 studies), confirming the empirical and quantitative grounding of the majority of research on the relationship between organizational structure and performance. This methodological preference reflects researchers' desire to objectively measure organizational perceptions and practices using relatively large samples. In parallel, a few studies (2) rely on literature reviews, placing greater emphasis on conceptualization and theoretical synthesis. Finally, only one study adopts a mixed-methods approach combining observation, interviews, focus groups, and questionnaires, illustrating the scarcity of triangulated approaches in this field. In short, the literature remains largely dominated by quantitative surveys, with a more marginal presence of qualitative and mixed-methods approaches, highlighting a certain methodological homogeneity and suggesting the value of broadening approaches in future research.

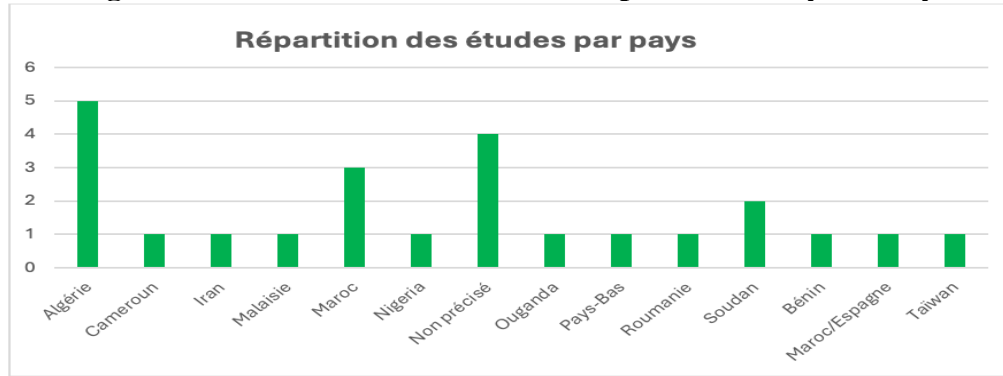
Figure N° 19. Distribution of OS-OP impact studies by sample size



Source: Created by the authors

Analysis of sample sizes reveals a degree of methodological diversity, ranging from small surveys (4 studies with fewer than 50 respondents) to large data collection efforts (5 studies with more than 250 respondents). The majority of studies fall within intermediate sample sizes: 5 studies with between 50 and 100 respondents, 4 with between 100 and 150, and 4 with more than 200 respondents. This distribution illustrates the search for a balance between empirical feasibility (cost and data accessibility) and statistical representativeness. The notable presence of studies with very large samples (more than 250) reflects the importance some researchers place on the robustness of quantitative results, while the smaller samples tend to reflect an exploratory or contextual approach. In summary, the studies demonstrate a plurality of empirical approaches, but with a marked tendency toward medium to large samples to ensure the validity of the results in the analysis of the structure-performance relationship.

Figure N° 20. Distribution of OS-OP impact studies by country



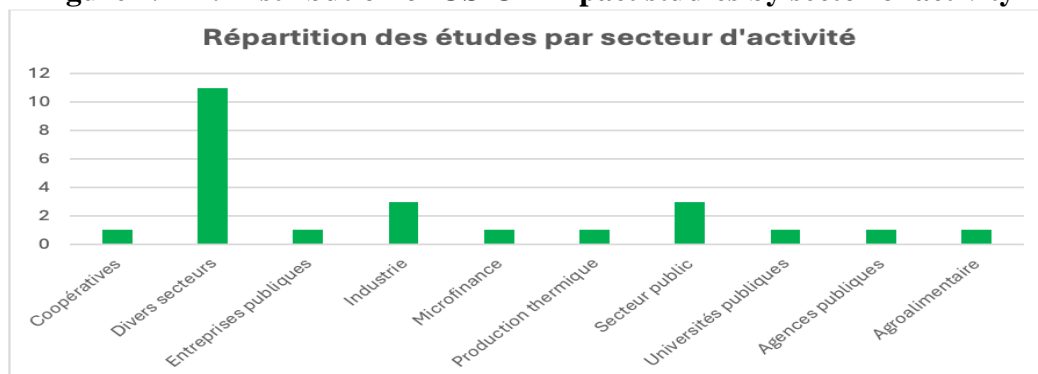
Source: Created by the authors

Geographical analysis of studies on the influence of organizational structure on performance reveals several trends:

- A strong presence of emerging countries: Algeria (5 studies) and Morocco (3 studies) dominate the field, which reflects the interest of researchers from the Maghreb in understanding the links between structure and performance in changing economies.
- A notable contribution from sub-Saharan Africa: Cameroon, Nigeria, Uganda, Benin and Sudan each appear with one or two studies, reflecting a growing willingness to examine these issues in organizational environments often facing instability and institutional challenges.
- A more limited representation of developed countries: only the Netherlands, Romania and Spain (via a joint study with Morocco) are included in the sample, which suggests that the structure-performance relationship is already widely studied there, reducing recent production in this specific field.
- An opening towards Asia: Iran, Malaysia and Taiwan are showing a growing interest in organizational issues in economies marked by digital transformation and international competitiveness.

In summary, this distribution highlights that the study of the relationship between structure and performance is particularly attractive to researchers from emerging and developing countries, where organizations are facing profound economic, institutional, and technological changes. This confirms the relevance of our own field (Algeria) for enriching this still-developing area of research.

Figure N° 21. Distribution of OS-OP impact studies by sector of activity

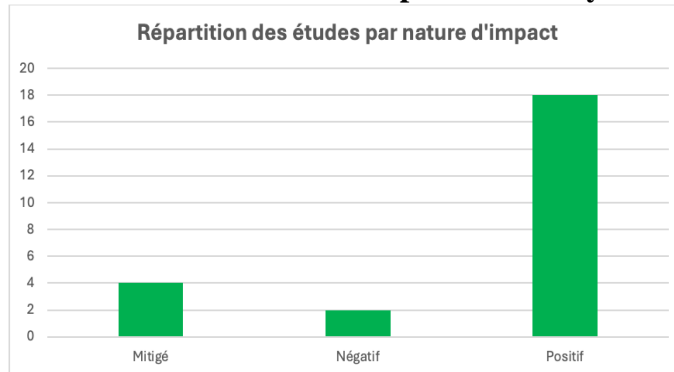


Source: Created by the author

The sectoral analysis reveals a wide dispersion of studies, with the majority grouped in the "various sectors" category (11 studies), reflecting the heterogeneity of the organizational contexts studied. Industry and the public sector are relatively well represented (3 studies each), confirming their central role as research sites on the relationship between structure and

performance. Other sectors, such as cooperatives, microfinance, thermal power generation, public universities, and the agri-food industry, are addressed only sporadically, through targeted case studies. In summary, the sectoral distribution highlights a diversity of approaches and environments, but without a clear concentration on any specific sector, indicating that this research field remains open and exploratory.

Figure N° 22. Distribution of OS-OP impact studies by nature of impact



Source: Created by the authors

The analysis reveals a clear predominance of a positive impact (18 studies) between organizational structure and organizational performance, confirming the importance of an appropriate structural design as a performance driver. However, a few studies identify a mixed impact (4 studies), highlighting that the effect of structure often depends on contextual factors (size, environment, strategy, etc.). Finally, a small number of studies (2) conclude that there is a negative impact, demonstrating that certain structural forms can hinder efficiency and competitiveness when they are rigid or unsuitable. In summary: the majority of studies confirm a positive structure-performance relationship, but the nuances noted remind us that this relationship is not automatic and must be interpreted according to specific contextual factors.

In summary, studies directly addressing the impact of structure on organizational performance remain quantitatively less numerous, but they yield significant results. The majority of these studies highlight a positive effect, confirming the importance of a good fit between structure and performance. Nevertheless, some mixed or negative results remind us that this relationship is not universal and is highly context-dependent (sector, environment, company size, strategy adopted). Notably, a significant proportion of this research originates from emerging and developing countries, where organizations face specific structural and institutional challenges. The literature also highlights the mediating role of factors such as strategy, culture, and innovation. In short, this field of research demonstrates that the structure-performance relationship is dynamic, contingent, and sensitive to organizational and environmental specificities.

4. Conclusion :

The analysis of studies on organizational structure, performance and their interdependence highlights several recurring trends, but also reveals areas of tension, contradictory results and blind spots in the scientific literature.

1- Organizational structure, a lever for performance... under certain conditions

Most studies confirm that organizational structure significantly influences performance. Variables such as centralization, formalization, complexity, and specialization are frequently identified as drivers of efficiency. However, these findings should be qualified. Some research highlights that these drivers can also become obstacles: excessive centralization can slow responsiveness, advanced formalization can inhibit innovation, and excessive specialization

can create silos. Performance, therefore, does not automatically stem from the structure itself, but rather from its suitability to the context in which it operates.

2- The determining weight of contextual variables: towards a contingent reading

The effects of structure on performance vary considerably depending on organizational, sectoral, and cultural contexts. Results diverge between large companies and SMEs, between the private and public sectors, and even according to institutional environments. This observation reinforces the relevance of an analysis based on contingency theory, which posits that there is no single optimal structure, but rather configurations that are more or less suited to a given environment. However, this theory, although mentioned in some articles, often remains in the background instead of being used as a central analytical framework.

3- Structure-strategy alignment: an ideal that is sometimes difficult to achieve

Numerous studies emphasize the importance of coherence between organizational structure and business strategy. Poor alignment between the two can hinder growth or weaken competitiveness. However, few studies examine the concrete mechanisms of adjustment or the tensions this creates in practice. Furthermore, the idea of perfect alignment is sometimes presented as a normative objective, without truly questioning its feasibility in complex and constantly evolving contexts.

4- A predominance of quantitative approaches and positive results

The literature relies primarily on quantitative surveys, which allows for the identification of general trends but sometimes limits a nuanced understanding of internal dynamics. Furthermore, studies often emphasize the positive outcomes of the structure-performance relationship, leaving undesirable or ambivalent effects in the shadows. A few studies, however, warn of the risks of rigidity, inefficiency, or strategic misalignment, but these critical perspectives deserve further exploration. This overrepresentation of beneficial effects raises questions: is it a publication bias or a difficulty in measuring negative effects?

5- Managerial implications to consider within a framework of continuous adaptation

The managerial lessons of this review should be approached with caution. While a suitable structure can indeed become a lever for performance, this presupposes the ability of leaders to continuously adjust organizational arrangements to strategic requirements, market developments, and internal realities. The structure cannot be static: it must evolve, sometimes even be deconstructed, to support transformations.

In conclusion, organizational structure cannot be reduced to a static model, nor can it be considered an automatic source of performance. It is a dynamic, evolving, and profoundly contextual construct. A more critical approach in future research, a stronger theoretical grounding (particularly through contingency theory), and increased attention to ambivalent or negative effects would allow for a better understanding of this complex relationship. For practitioners and researchers alike, the challenge is to move beyond idealized models to examine what structure enables... but also what it prevents.

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