

Determining the relationship between restructuring and organisational effectiveness in Igara Growers Tea Factory in Uganda

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Abstract: This study aimed at determining the relationship between restructuring and organisational effectiveness in Igara Growers Tea Factory in Bushenyi District. The study used a pragmatic philosophy, mixed methods approach using cross sectional and correlation designs for quantitative and phenomenological design for qualitative approaches with a sample size of 224 respondents. Data were collected using non-standardised instruments and in-depth interviews. The parametric tests were performed and all passed the linearity requirements. Data were analysed using descriptive statistics, Pearson Linear Correlation Coefficient, regression analysis and thematic content analysis. The findings revealed that there was no significant relationship between restructuring and organisational effectiveness. It was concluded that restructuring if well applied can lead to improved organisational effectiveness in the Igara Growers Tea Factory Bushenyi district in Uganda. Thus, the study recommended that there is need for the factory to review implementation of restructuring programs in form of creation of economic models, redesigning work architecture and aligning physical infrastructure to reverse its negative effect on organisational effectiveness.

Key words: Restructuring and Organisational effectiveness

I. INTRODUCTION

According to Anitha (2014), there is no one-size-fits-all approach to achieving success, and as a result, the term effectiveness has been interpreted differently by different scholars. Effectiveness has traditionally been used to refer to notions such as efficiency, improvement, growth, and success; academics have used these terms interchangeably (Cohen-Shacham et.al. 2019). According to Somers, McEwan, and Willms (2004), achieving success and the criteria used to quantify effectiveness differ greatly. Whereas some people think organisational effectiveness can be attained by the extent to which an organisation meets its objectives and by comparing their financial and non-financial measures, sometimes known as key performance indicators (KPIs), to the defined objectives (Sandhya&Garg, 2016), others think effectiveness can be achieved on the basis of customer satisfaction and impact made through their work (Famiyeh, Asante-Darko&Kwarteng, 2018). The concentration of this study however is on how organisational effectiveness can be attained through corporate transformation. Corporate transformation has been referred to as the redesign by working

simultaneously along reframing, restructuring, revitalisation and renewal (Gouillart & Kelly, 1995; Warui et al., 2015).

Theoretical Review

The study was underpinned by systems theory. This theory provides insights on communication (Bryant & Harvey, 2000). The systems theory describes how and why people create groups, each of which is a system as well as a part of a larger system, and is especially important on organizational communication. The idea focuses on the entire system rather than its components, and how these components interact to affect the entire system. A systems approach to organizational communication adds communication networks to the traditional sender-receiver model, explaining how systems adapt to their surroundings. According to the systems theory, the various factors that influence business organization effectiveness must be managed together, with equal attention paid to all of them, in order to produce a common whole, which in this case is the achievement of organizational goals and objectives as an indicator of effective performance. The performance of a system is determined by how its components interact rather than how each component functions alone. All variables in an organization's transformation processes must be examined in order for effectiveness to be achieved in business organizations.

II. LITERATURE REVIEW

Restructuring and organisational effectiveness

According to a study conducted in Kenya by Harwood, Nakola and Nyaana (2016), organisational restructuring was found to have a positive relationship with organisational effectiveness although not to a statistically significant level. It was, therefore, concluded that organisational restructuring positively affects firm effectiveness. Recommendations suggested that all sections of the organisation must always be rightly staffed, underperforming workers should always be phased out, and the results should be measured against set objectives, using rational evaluation methods, and communicated. This study examined the relationship between restructuring and organisational effectiveness in the Igara Growers Tea Factory in Bushenyi District. The short- and long-term effects of restructuring techniques show that, for example, downsizing does not always result in improved

business performance or effectiveness (Right et al., 2001). Downsizing as a restructuring technique has created an incentive for those who have been laid off to start their own enterprises in most free market economies.

Changes in revenue, profit margin, return on assets, and total asset turnover ratio before and after restructuring were used as measures of firm effectiveness in a study by Srivastava&Mushtaq (2011) on the effect of restructuring on the operational aspects of publicly-traded firms in China, and tests were conducted to determine whether restructuring led to significant changes or not. Their research indicated that restructuring resulted in large increases in total revenue, profit margin, and return on assets, but no clear evidence of a major impact on asset turnover ratio. They also discovered evidence of high customer expectations and an overreaction to the restructuring measures. What was absent was a research that looked at the relationship between restructuring and organizational effectiveness, focusing on customer happiness, product or service quality, and customer coverage as metrics of effectiveness.

In a study of the link between restructuring and organizational effectiveness in China, Dong et al. (2004) discovered that effectiveness is realized as a result of restructuring. Ngige (2012) found that restructuring increased effectiveness in terms of market share growth, competitiveness, product quality, growth, geographical spread, and customer retention in a study on the effect of restructuring on the effectiveness and long-term competitiveness of the banking sector in Kenya. The same study also established that banks used a variety of restructuring strategies, with different ideologies, in enhancing effectiveness; and it concluded that restructuring leads to improvements in organisational effectiveness. Whereas the reviewed studies concentrated on the banking sector, this study focused on restructuring and organisational effectiveness in the Tea industry in Bushenyi district focusing on Igara Growers Tea Factory. Bachiller (2017) looked at how financially troubled companies listed on the Nairobi Stock Exchange responded to business restructuring between 2002 and 2008, and discovered that employee layoffs were the most popular restructuring strategy, used by 63 percent of the companies, followed by asset restructuring, used by 50 percent of the companies. The least recommended restructuring options were financial restructuring and senior management upheaval. They never considered developing economic models, aligning infrastructure with work and redesigning the work architecture which this study examined to establish whether they are the preferred restructuring strategies in Igara Growers Tea Factory between 2018 and 2020 to enhance its effectiveness.

Riany et al. (2012) found that the three types of restructuring (financial, portfolio, and organizational restructuring) have a positive impact on the firms' market share and growth. Financial restructuring, followed by portfolio restructuring and organizational restructuring, had the largest influence on a company's market share, while organizational restructuring

had the highest impact on market growth rate, according to their findings. This study examined the effect of restructuring on organisational effectiveness in Uganda's Igara Growers Tea Factory to ascertain which one among the restructuring measures (developing economic models, aligning physical infrastructure and redesigning work architecture) has a greatest impact on organisational effectiveness.

Yusliza et al. (2019) examined the link between green intellectual capital and long-term success. The study included survey data from 112 Malaysian manufacturing companies. Green intellectual capital has a beneficial effect on economic, environmental, and social performance, according to the findings. The study's findings had a variety of ramifications for green businesses and organizations in general, as well as green manufacturing businesses in particular. The study's novelty was in revealing the role of green intellectual capital as an intangible resource for organizations in achieving long-term success and a competitive advantage for future researchers. The purpose of this study was to look at the link between organizational effectiveness and corporate transformation at the Igara Growers Tea Factory in western Uganda's Bushenyi district.

Wanjiru (2019) conducted research on the influence of growth strategies on financial performance of businesses, with a focus on telecommunications firms. This study utilized a descriptive research design with a population of 100 people, with a sample size of 88 people chosen via stratified sampling. Data was collected using a structured questionnaire, and descriptive statistics such as mean and standard deviation were utilized to analyse the data, while inferential statistics such as correlation and regression analysis were used. The results revealed a strong link between market penetration methods and a company's financial success (0.863; $p < 0.05$); $r (0.583) p < 0.05$. The study looked at new product development, process and product innovation, and mobile money transfers, all of which had a role in the connection, and found that diversification tactics and financial performance had a significant association (0.732; $p < 0.05$). According to the findings, new disruptive initiatives and offerings in mobile payment solutions, overdraft solutions, service modifications, e-commerce, home and enterprise solutions have a significant impact on product development as a growth strategy, and that promotion, product pricing, bundle pricing, sales force, strategic distribution, reactive and proactive advertising all contribute to market penetrations. Based on data analysis of consumer trends and what the future of Artificial Intelligence holds, this study recommended that Safaricom focus more on mobile money payment solutions, as it had become the primary driver of profit growth over the years, and that more resources be invested in the Safaricom innovation hub to enable higher-quality innovations to be produced. Safaricom should concentrate on horizontal product diversification to spread its risk over a variety of goods and services, and it should reward customer loyalty to ensure that customers are motivated to continue using Safaricom's services and products. While the

previous study looked at the telecommunication sector relating new product development and product innovation with effectiveness in terms of financial performance, in this study organisational effectiveness was studied with restructuring and in the Ugandan setting in a different industry.

Ahmed and Sasaka (2019) investigated the impact of restructuring approaches on the performance of Mogadishu-based Shabelle Relief and Development Organization (SHARDO). The study employed a descriptive research methodology and focused on 128 Shabelle Relief & Development Organization employees in Mogadishu, Somalia. The research included 91 Shabelle Relief & Development Organization personnel in Mogadishu, Somalia. The study used both secondary and primary data. Primary data was obtained via a questionnaire and modified before being statistically analysed using SPSS version 24. The researcher used inferential statistics using a regression analysis model to evaluate the relationship between restructuring strategy execution and the performance of Non-Governmental Organizations. According to the data, the four independent factors accounted for 77.4 percent of the differences in SHARDO's organizational performance. Change in Organizational culture, change strategic communication, and change strategic innovation all had a favourable and substantial impact on SHARDO's success, according to the research. This study examined the relationship between restructuring and organisational effectiveness in Igara Growers Tea Factory in Uganda using across section and correlation design.

Kamau (2019) wanted to see if there was a link between Michael Porter's generic tactics and the performance of Kenyan mobile telecommunications providers. To acquire data, the study employed descriptive research and structured questionnaires. The target demographic included 23 strategic management managers from Airtel Kenya Ltd.'s 10 divisions and 42 from Safaricom's nine departments. Safaricom respondents completed and submitted 37 surveys, whereas Airtel Kenya Ltd respondents completed and submitted 17 questionnaires. The study's main findings indicated that cost leadership and performance had a good link. The study concluded that the Airtel Kenya Ltd and Safaricom had been utilising cost leadership strategy to gain performance and recommended the need for the institution to improve customers' perception through offering of value added services in their products and services and that managers and leaders need to focus on the best strategy to employ in order to achieve a great organisational performance in their respective organisations. However the current study looked at organisational effectiveness linking it with restructuring to establish if such relationships do exist in the Ugandan setting particularly in the Igara Growers Tea Factory.

In Kilifi Town, Waduu and Rugami (2019) investigated the major effects of Total Quality Managerial on management and financial performance of Kenyan banks. The study used a

descriptive research methodology with a population of 195 participants from 13 commercial banks in Kilifi. The reflections of 59 individuals were taken from a 30% sample. The study used both structured and unstructured questionnaires, which included both open and closed ended questions, to obtain information from the respondents. In order to estimate the study model, the researchers used multiple regression analysis. Tables, charts, graphs, and frequencies were used to show the study's acquired and analysed data in order to improve the process of interoperations, conclusion, and suggestions. It was discovered that certain TQM techniques, such as customer focus, top management commitment, continuous improvement, and staff participation, had a substantial and beneficial impact on the effectiveness of commercial banks in Kilifi Town. The study found that banks embrace the four TQM practices to a large extent in order to improve service provision, client attraction and retention, and organizational performance; that banks embrace continuous process, procedure, and system improvement to improve operational efficiency and customer satisfaction; and that top management was committed to the four TQM practices. The research concluded that banks should include workers and stakeholders more in decision-making and policy development to enhance collective accountability and effectiveness, and that customer service should be improved to cater to all types of clients while also embracing value addition. Thus organisational effectiveness here was linked to total quality management practices however in the section it is related to corporate transformation and under this section to restructuring in particular and in the Igara Growers Tea Factory not in banking sector.

Chitere and Nzulwa (2018) utilized stratified random sampling to choose the sample of 230 workers at Kenya Commercial Bank and National Bank headquarters, with the goal of determining the impact of organizational restructuring on employee job satisfaction in selected commercial banks in Kenya. Questionnaires were used to obtain primary data. Statistical Package for Social Sciences was used to analyse the data (SPSS). The researchers conducted correlation analysis to see if there was a link between organizational restructuring and job satisfaction. The weight of the link between the examined variables was determined using multiple regression analysis. Downsizing had a significant negative relationship with employee job satisfaction in selected Kenyan commercial banks; centralisation had a significant positive relationship with employee job satisfaction in selected Kenyan commercial banks; down scoping had a significant positive relationship; and business process reengineering had a significant positive relationship. In their research, restructuring was defined as downsizing, down scope, centralization, and business process re-engineering in relation to employee satisfaction in Kenya's banking industry. However in this study restructuring has been operationalised in terms of constructing an economic model, aligning physical infrastructure and redesigning work

architecture relating it to organisational effectiveness in the Igara Growers Tea Factory in Bushenyi district in Uganda.

Abubakar and Palisuri (2019) investigated organizational restructuring and effectiveness by examining the influence of human resources and information technology in the execution of business process reengineering methods aimed at improving business organization performance. They utilized a literature review technique, which included a summary of the theory, findings, and other research information gleaned from reference sources to serve as a foundation for study. Business process re-engineering techniques, according to their results, integrate human resources and information technology to create and improve corporate performance. Corporate process re-engineering is a way for promoting change by introducing new procedures and work styles, as well as bringing in various aspects to enable adaptability to changing business contexts.

III. METHODOLOGY

Cross-sectional and correlation designs were adopted, using both quantitative and qualitative approaches. Amin (2005) opines that a cross-sectional research design is concerned with collection of data from respondents at the same time, and systematic description of the characteristics of an event, place, population or item being studied at a given time. This study was cross-sectional because the researcher intended to collect data from a representative cross-section of the study population over a short period of time so as to be able to generalise the findings of the study to the entire study population. The correlation design was used to establish relationships between corporate transformation and organisational effectiveness. Under the qualitative arm, a phenomenological design was adopted where events were studied in a way they appear or happen (Sekaran&Bougie, 2016)

Data analysis

The researcher employed both quantitative and qualitative research approaches in data analysis for purposes of methodological triangulation in order to enhance the validity and reliability of the study (Amin, 2005). Quantitative data collected from the field was cleaned, sorted and entered into the SPSS computer software and analysed. Frequency distribution tables were used to summarise the demographic characteristics as recommended by Boone & Boone (2012). Descriptive statistics especially mean and standard deviation were used to determine the level of transformation and organisational effectiveness. Pearson Product Momentum Correlation was used to determine the relationship between corporate transformation and organisational effectiveness and Hierarchical regression analysis was used to determine the contribution of corporate transformation constructs in causing the unit changes in organisational effectiveness.

Qualitative data was analysed by thematic analysis. According to Braun & Clarke (2006), thematic analysis is a process of looking for themes that emerge as imperative concepts to

describe a phenomenon under study. Thus it is a technique where themes are identified, analysed and reported within the data

IV. RESULTS AND DISCUSSION

Response rate

The researcher planned to collect data from 224 respondents. However, the response rates are as presented in 1

Table 1: Response Rate for the Study

Instruments	Targeted	Actual	Response Rate
Interview	15	15	100%
Questionnaires	209	203	97.1%

Source: Primary Data, 2020

The data in Table 1 shows that interview data were collected from all the 15 (100.0%) planned respondents and questionnaire survey data from 203 (97.1%) respondents out of the initially planned 209. The general response rate for both categories of the respondents was 218 (98%). This was considered an appropriate response rate as suggested by Sivo, et. al, (2006) that a response rate of 0.60 (60%) and above is good enough to generate sufficient data for the study.

Demographic characteristics of respondents

4.2 Gender of respondents

The demographic characteristics regarding gender are presented in Table 15

Table 2: Frequency distribution of respondents by gender

	Gender	Frequency	Percent
	Male	132	65.0
	Female	71	35.0
	Total	203	100.0

Source: Field data, 2020

Table 2 shows that majority of the respondents by gender distribution were male made up of 65% and females were few up to 35%. This means that majority of the workers who participated in the study were male staffs implying that most of the factory work is done by men who are more energetic.

Age of respondents

Responses regarding age of respondents are shown in table 16

Table 3: Frequency distribution of respondents by age group

Age group	Frequency	Percent
29 years and below	44	21.7
30-39 years	117	57.6
40-49 years	36	17.7
above 50 years	6	2.9
Total	203	100.0

Source: Field data, 2020

Table 3 indicates that majority of the respondents were between age groups of 30-39 which had 57.6%. This is the youthful and energetic age that is willing to work. The least was the respondents who are above 50 years old contributing 2.9%.

Marital status of respondents

Responses regarding marital status of respondents are shown in table 17

Table 4: Frequency distribution of respondents by marital status

Marital status	Frequency	Percent
Married	127	62.5
Single	63	31.0
Separated	6	3.0
Widow	7	3.4
Total	203	100

Source: Field data, 2020

Table 4 reveals majority of the respondents who participated in the study were married accounting for 62.5%. Married people are the ones obliged and committed to work because they have responsibilities to take care of their families. The least were the separated and widowed who comprised 3% and 3.4% respectively.

Qualification of respondents

One of the demographic characteristics included in this study was the level of qualification of respondents. This is presented in table

Table 5: Frequency distribution of respondents by qualification

Qualification	Frequency	Percent
Secondary	3	1.5
A level	6	2.9
Certificate	4	1.9
Diploma	56	27.5
Bachelors	123	60.5
Masters	10	4.8
Others	1	.5
203		100.0

Source: Field data, 2020

Table 5 illustrated that majority of the respondents hold bachelor's degrees (60.5 %) and the least were others (postgraduate diploma), secondary and certificate. This means that majority of the respondents were qualified for the jobs they were doing and had knowledge of understanding and answering the questionnaires.

Duration of respondents in the factory

In relation to the length of work in the factory, the responses of the participants are presented in table 6.

Table 7: Frequency distribution of respondents by length of work

Length of work	Frequency	Percent
less than one year	14	6.9
1-3 years	67	33.0
3-5 years	50	24.6
above 5 years	72	35.5
Total	203	100.0

Source: Field data, 2020

From table 7 it was found out that majority of the respondents had worked in their current factory for 5 years and above forming 35.5% followed by those who had worked for 1-3 years forming 33% and the least being those who had worked for less than 1 year forming 6.9%. Majority of the respondents were not new in the factory.

Relationship between restructuring and organisational effectiveness

Regression

Hierarchical regression was adopted to establish the extent to which restructuring predicts organisational effectiveness in the Igara Growers Tea Factory in Bushenyi district in Uganda. The model predicted 6.4% ($R^2 = .064$) of the changes in organisational effectiveness. This means that restructuring and its co-founding factors account for 6.4 percent of organizational performance. The results also reveal that the model had an excellent match for the data ($F = 2.099$, $p = 0.64$), suggesting that the model significantly and linearly predicted 4.6 percent of organizational effectiveness. Despite the fact that the model revealed a strong connection, restructuring alone as a predictor only explains 0% ($R^2 = .00$) of the changes in organizational performance in Igara Growers Tea Factory in Bushenyi district South Western Uganda. Under correlation findings, there was a similar example with $r = .121$, which was not significant, supporting the null hypothesis that there is no significant link between restructuring and organizational performance in the Igara Growers Tea Factory in Uganda's Bushenyi district.

Table 8 Qualitative responses on restructuring and organisational effectiveness

To achieve triangulation both quantitative and qualitative results were compared in this study and from the qualitative respondents the results were presented in table 8

Qualitative responses on restructuring and organisational effectiveness

Serial number	Status	Responses
Respondent 1	Customer	“Oh these days the factory products are wonderful and I spend less to order and be served. However the prices of the products are high”.
Respondent 2	Customer	“The products are now costly than before transformation. Much as the lead time is short when I order for the products, the cost of transporting the products to my premises is extended to me”.
Respondent 3	Supplier	What I can say is that most of the times the factory takes long to conduct meetings to listen to the views of the farmers. However this time it is better off compared to what used to happen in the past before transformation”.
Respondent 4	Supplier	“Yes, it is because after transformation transparency has improved and most information concerning the factory operations are displayed on their websites. However sensitive information concerning finances cannot be easily accessed”.

Field data; 2020

Findings in table 8 indicated that both qualitative and quantitative responses do confirm that there is no significant relationship between corporate transformation in terms of restructuring and organisational effectiveness.

V. CONCLUSION

The study concluded that there was no significant relationship between restructuring and organisational effectiveness. This meant that restructuring has an insignificant effect on organisational effectiveness. The respondents (suppliers and customers) were not happy with the implementation of restructuring such as creation of economic models, redesigning work architecture and aligning physical infrastructure with work which negatively affected organisational effectiveness in form of high prices of the tea products, products being costly than before restructuring and factory taking long to conduct meetings to listen to the views of the farmers as the challenges that affect organisational effectiveness as a result of restructuring. Therefore restructuring alone cannot lead to holistic corporate transformation and consequently organisational effectiveness.

VI. RECOMMENDATION

The study recommended that there is need for the factory to review implementation of restructuring programs in form of creation of economic models, redesigning work architecture and aligning physical infrastructure to reverse its negative effect on organisational effectiveness.

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