

EFFECT OF STRATEGIC RESTRUCTURING ON PUBLIC SERVICE PERFORMANCE: A CASE STUDY OF MINISTRY OF INTERIOR MURANG'A COUNTY

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Abstract: Public sector restructuring is a systematic intervention aimed at improving the structure operations, systems and procedures of public services to enable its transformation. The Kenyan government is in the process of restructuring the Provincial Administration as required by the new Constitution. Restructuring refers to changes in work organization and implies a deliberate and planned change which includes reorganizing the legal, ownership, operational or other structures of an institution for the purpose of making it better organized for its present needs. So far, it has been renamed National Administration and all officers serving in the former system absorbed into the new cadre. The expectation is that the restructured system of Administration would align the system to the new constitutional dispensation and improve the service delivery to the public. However, limited information is available on the impact of this restructuring on service delivery and public service performance. The purpose of this study was to examine the effect of strategic restructuring on public service performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya. The specific objectives of the study were: to establish the effect of administrative restructuring, workforce restructuring, operational process restructuring and institution culture adjustment on performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya. The study was hinged on institutional theory, stakeholder's theory and resource-based theory. The study used a descriptive research design to enable the researcher to depict and describe situations as accurately as possible the way they exist in the target population. The study target population comprised National Government Administrative Officers; County Commissioner, Deputy County Commissioner, Chiefs and Assistant Chiefs in Murang'a County. From each stratum the study used simple random sampling to select 191 respondents. A sample size of was arrived at by calculating the target population of 381 with a 95% confidence level and an error of 0.05 using the formula taken from Kothari formula. The study adopted a stratified random sampling technique using structured questionnaire consisting of closed ended questions. Data was collected through administration of questionnaires. Secondary data was collected from documented records of government and through internet searches. Data preparation was done on completed questionnaires by editing and then coding. The data was entered into the latest version of SPSS (Version 25.0) ready for analysis. Means and standard deviations were used to explore the existing relationships between variables. Regression to assess the relationship between the components of strategic restructuring as independent variables on performance was done. Findings were presented in figures and or tables. The study found that restructuring process affects performance of the Ministry of Interior and Co-Ordination of National Government where structured collaboration has improved the quality of services offered and restructuring has not facilitated allocation of resources to ensure efficiency of operations. The study concludes that Institution culture adjustment had the greatest effect on Performance of Interior and Co-Ordination of National Government Ministry in followed by Operational process restructuring, then Administrative restructuring while Workforce restructuring had the least effect on the Performance of Interior and Co-Ordination of National Government Ministry. The study recommends that there is need to have effective system upgrade in the Ministry of Interior and Co-Ordination of National Government to enhance organizational performance.

Keywords: administrative restructuring, workforce restructuring, operational process restructuring, institution culture adjustment.

I. INTRODUCTION

1.1 Introduction:

Restructuring of public sector is the systematic intervention intended at improving the structure procedures, systems and operations of public services to enable its transformation. The Kenyan government is in the process of restructuring the Provincial Administration as required by the new Constitution. The expectation is that the restructured system of Administration would align the system to the new constitutional dispensation, improve the delivery of service by the department as well as boost the performance of officers. Strategic restructuring is a term progressively used to refer to a broad range of options for organisational partnerships, comprising of joint programs, asset transfers, back or administrative office consolidations, fiscal sponsorships, joint ventures and parent-subsidiary structures but not limited to mergers. Restructuring of that kind is regularly undertaken by non-profits in an attempt to respond or anticipate environmental opportunities and threats (Anderson, 2016).

According to Tetreova (2014), restructuring is the act of rearranging of operational, ownership and legal or other structures of an institution for the purpose of making it better prepared for its current needs. Reasons for restructuring comprises; demerger, ownership structure or a change of ownership, major change in the business such as bankruptcy or a response to crisis, buy out or repositioning. A government that has been effectively restructured theoretically will be more efficient, learner, better organised and engrossed on its core business with a revised financial and strategic plan. Restructuring has thus been adopted by managers in many organisations so as to improve employee's welfare, streamline cost, increase shareholders wealth, improve efficiency, increase productivity and revenues and improve performance among other reasons.

Organisations will have to acquire new ways to manage human capital for the government to work more effectively and efficiently. Work will have to be accomplished with fewer resources and in new ways. To meet mission changes, agencies will have to restructure. Employees will have to understand how work will be structured, the changing nature of their organisation and how work will be completed. Organizational restructuring should be addressed in a phased process that examines business transformation opportunities. The restructuring solution should weigh a number of factors including: organizational culture, readiness for change, implementation costs, return on investment, risk factors, and alternative solutions (Booth, 2015).

1.1.1 Global Perspective of Strategic Restructuring:

Government needs to reorganize to more efficiently and effectively deliver upon mission requirements. Agencies will need to examine the full scope of how it is organized and find new approaches of managing human capital. Work will require to be completed sometimes with fewer resources and in new ways. Agencies to meet mission changes may need to restructure. Employees will require to understand the way work will be structured and accomplished and the changing nature of their organisation (Eckbo, Thorburn & Wang, 2016).

According to Jones (2016), in US, federal agencies are undergoing organizational restructuring as they respond to the White House executive order on reorganizing the executive branch. These reorganization efforts present unique challenges and opportunities for government leaders. Not all agency transformations will have the same goals. Some may involve changes in mission, service delivery, workforce optimization, technology or the use of analytics or automation. Yet in each situation, leaders must keep their eye on the larger objective of making their agencies more effective while navigating the complexities of finite resources and the interests of internal and external stakeholders.

Gengler (2016) explains that after feeling the growth pains of significant socioeconomic progress, the government of a Gulf Cooperation Council country required a strategy to transform and modernize government operations to improve its services. The country launched a full-scale government restructuring program and retained strategy to support the development of the strategy, the design, and the implementation of the full program. Working with government counterparts, the Strategy team created strategies and operating models for all major government structures. These models redesigned and streamlined the public sector, transformed services delivery through effective use of technology, and enhanced citizen participation in decisions. A program management office was created to carry out the restructuring initiatives. By the second phase of the plan, the government-wide transformation was experiencing tremendous success through trusted client relationships, increased stakeholder awareness, and major efficiency improvements

1.1.2 Regional Perspective of Strategic Restructuring:

In developing countries, organizational restructuring in government ministries is not for the faint of heart. No unit of government is so obscure or redundant that an agency head or member of congress will not stoop to defend it. Structural reorganizations, in which agencies are eliminated or shifted on an organizational chart, are especially difficult. In Ghana, the government is making progress in implementing key structural reforms, albeit with some delays to ensure stakeholders' support. The changes in societies-customers, competition, markets, and technology worldwide are forcing organisations to learn new ways of operating, clarify their values and develop new strategies. Often the hardest task for leaders is mobilizing people for effective change throughout the organisation to do adaptive work. Adaptive work is needed when the values that made us successful have become less relevant, when legitimate yet competing perspectives emerge and when the deeply held beliefs are challenged. Adaptive challenges are faced every day at all levels of the workplace when companies implement or develop new strategies, merge businesses or restructure (Assan & Hunt, 2018).

In Egypt, the state has played an outside role since the coup in 1952 that led to the modern republic in organisational restructuring. It ran banks, utilities, factories and even newspaper publishing houses. At one point more than 90% of its banking revenue and half of Egypt's industrial production came from the public sector. This socialized economy aided in creating an urban middle class. But it had become inefficient and bloated by the 1970s. The president of Egypt then; Anwar Sadat with his *infitah* policy had a limited success in encouraging private investment. They generated more than 60bn Egyptian pounds about 15% of GDP in annual revenue after employing 1m people. In a span of ten years the country had sold more than half, comprising a cement factory to Lafarge, a French industrial giant and soft-drink bottlers to Pepsi and Coca-cola (Wark, 2015).

In South Africa, Zweni, (2004) assessed the impact of organizational restructuring on the morale of employees at selected financial institutions. The specific objectives of the study were to: assess the influence of organisational restructuring process on employees of the chosen organisation, explain the organisational restructuring process implemented by the chosen organisation, identify the organisational restructuring strategies revealed by contemporary literature and recommend most appropriate strategies that can be employed in implementation of a restructuring process. The study involved conducting a comprehensive study of the relevant literature so as to establish what the theory reveals with respect to strategies of restructuring that help organisations to implement effectively the process of restructuring. A sample of 28 employees of the Eastern Cape of the former business-banking unit who were involved in the study changed for the better. The study also revealed that even though, after restructuring many employees were uncertain about their future in the organization, the process did not adversely affect their morale. However, some employees were uncertain on whether the restructuring process was good for them. Probably this was due to the fact that their management did not explain the merits of restructuring for the affected employees.

1.1.3 Local Perspective of Strategic Restructuring:

The promulgation of a new constitution in Kenya has raised appetite of Kenyans for superior civil service offerings and there is no letting up. Worldwide there is a wave of growing pressure whereby citizens are trying to hold their governments accountable. Even in Kenya the clamour for better services will continue to be noisier. The Kenya parastatals and government cannot afford to lower or puncture such expectations, but must continue to invest in improvement and renewal of existing methodologies to stay in accordance with the needs of its citizen (Olopade, 2014).

Organizational restructuring is inevitable for any organization that is focused on dealing with competition and day to day organizational challenges. It is critical that organizations management seek to implement restructuring carefully if they are to survive. Many corporate firms nowadays are constantly involved in activities that are designed to enhance their organizational effectiveness. This phenomenon invariably creates a need for the corporate to restructure, Armstrong (2006).

Kivuva (2010) argued that, Kenya's new constitution authorized a restructuring of the Provincial Administration (PA) in accordance with the new devolved government of the Country. Kenya thus crafted a new governance system in a seemingly bold move towards a greater democratization after ratification that is the National Administration (NA) to replace the former Provincial Administration. But the NA has appeared as an entity which is almost identical to the PA in

terms of functions, structure and personnel. At first glance the PA appeared to operate as a governance system and a country-wide administration. Before 2010, the PA was an important component of the Kenyan state performing security tasks and integral administrative.

1.1.4 Ministry of Interior and Co-Ordination of National Government:

The Ministry of Interior and Coordination of National Government was created through the executive order No. 2/2013. Has a vision to create an enabling environment for Kenya's growth and prosperity through provision of security and safety to people and property, maintain a credible national population registration system, promotion of national cohesion, facilitate administration of justice, provision of correctional services and coordination of national government functions. In the performance of its functions, the ministry is guided by the following values in service delivery: - dedication, integrity and good governance, courtesy and diplomacy, efficiency, innovativeness, customer focus, promotion and respect for human and environmental rights, teamwork and patriotism (GoK, 2017).

The Ministry is charged with mandates, including; National government coordination at counties; Internal State functions; National Cohesion and Reconciliation Management; Government Printer; Disasters and Emergency Response Coordination; National Disaster and Operation Centre; Policy on Training of Security Personnel; Citizenship and Immigration Policy and Service; Border control Point Management; Registration of Persons Services; Registration of Births and Deaths Services; Management of Refugee policy; Internal Security Affairs; Drug and Narcotic Substance Control; Security of Airstrips and Roads; Small arms and Light Weapons Management; Kenya Prisons Service; Directorate of Criminal Investigations; Civilian oversight over police; Management of Correctional services (Supervision, reintegration and rehabilitation of offenders); and Control and Regulation of the Gaming Industry (Ministry of Interior and Coordination of National Government, 2018).

1.2 Statement of the Problem:

The promulgation of the constitution of Kenya 2010 led to creation of two levels of Government i.e. National and County Governments that have greatly redefined the original bureaucratic systems established by the Provincial Administration where the systems of authority were distinct, interlinked and highly hierarchal in decision making. Public institutions are being faced with rapidly and constantly changing technologies, public expectations, rules and regulations. This means that the same organizations have to constantly change the way they operate in order to remain relevant through restructuring strategies (Ham, 2018).

The Kenyan government continue reorganizing its public institutions as required by the new Constitution. Ministry of Interior has continually done a lot of restructuring but has faced challenges in improving the structure operations, systems and procedures of public services. However, limited information is available on the effects of this restructuring on public service performance in the department even though the expectation of the restructured system would align the system to the new constitutional dispensation and boost the performance of officers in the service (Emojong & Kimutai, 2016).

Most of the problems bedeviling Ministry of Interior in Murang'a County in terms of its performance in offering public services are as a result of failure in proper restructuring process. The ministry officials have received a lot of complains from the public due to dissatisfaction with the quality of services being offered. The efficiency in achieving the objectives with effective measures has been poor (Otengho, 2016). Employees lack real commitment to their job give one this being a key reason for that lack of understanding of their expectation in the re-structured system. Also, the ministry has been poor in timeliness and a lot of delays have been experienced and an execution that was expected to take shortest time possible is taking days and others even weeks to be processed (Mugo, 2017).

Previously, studies have been done in line with strategic restructuring such as; Nor, Alias and Yaacob (2014) who established the corporate restructuring performance: an empirical investigation of its performance, Ayoo (2011) who studied the effects of corporate restructuring on employee job satisfaction in KCB Nairobi region, Riany (2012) who assessed the impact of restructuring on the performance of mobile phone service providers, Jarso (2013) who studied the restructuring strategy and performance of major commercial banks in Kenya while Odula (2015) who established the effect of restructuring on the performance of financial institutions in Kenya. However, none of the study established the effect of strategic restructuring on public service performance of the Ministry of Interior in Murang'a County, a research gap that this study seeks to bridge.

1.3 Objectives of the Study:**1.3.1 General Objective:**

The purpose of this study was to examine the effect of strategic restructuring on public service performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya.

1.3.2 Specific Objectives:

The specific objectives of the study were:

- i. To establish the effect of administrative restructuring on performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya.
- ii. To assess the effect of workforce restructuring on performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya.
- iii. To determine the effect of operational process restructuring on performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya.
- iv. To establish the effect of institution culture adjustment on performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya.

1.4 Research Questions:

The study's research questions were:

- i. To what extent does administrative restructuring effect performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya?
- ii. How does workforce re-structuring effect performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya?
- iii. What is the effect of operational process restructuring on performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya?
- iv. To what level does institution culture adjustment effect performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya?

2. LITERATURE REVIEW**2.1 Introduction:**

This chapter presents review of literature on effect of strategic restructuring on public service performance. The sources of literature include books, journal and web articles. The chapter covers the empirical review, theoretical review, conceptual framework and finally the summary of literature review.

2.2 Theoretical Review:

Theoretical framework may be defined as the interrelated ideas collection or a general set of assumptions based on theories or a reasoned set of prepositions, which are derived from and are supported by data or evidence and accounts for or explains phenomena (Turner, 2018). The study was hinged on institutional theory, stakeholder's theory and resource-based theory.

2.3 Conceptual Framework:

A conceptual framework is an interconnected ideas (theories) set about how a particular phenomenon functions or is related to its parts. It is the foundation for comprehending the interconnections causal or correlational patterns across events, ideas, observations, concepts, knowledge, interpretations and other components of experience (Marilla, 2010). The independent variable includes; administrative restructuring, workforce restructuring, operational process restructuring and institution culture adjustment while the dependent variable is the performance of the Interior and Co-Ordination of National Government Ministry in Murang'a County, Kenya.

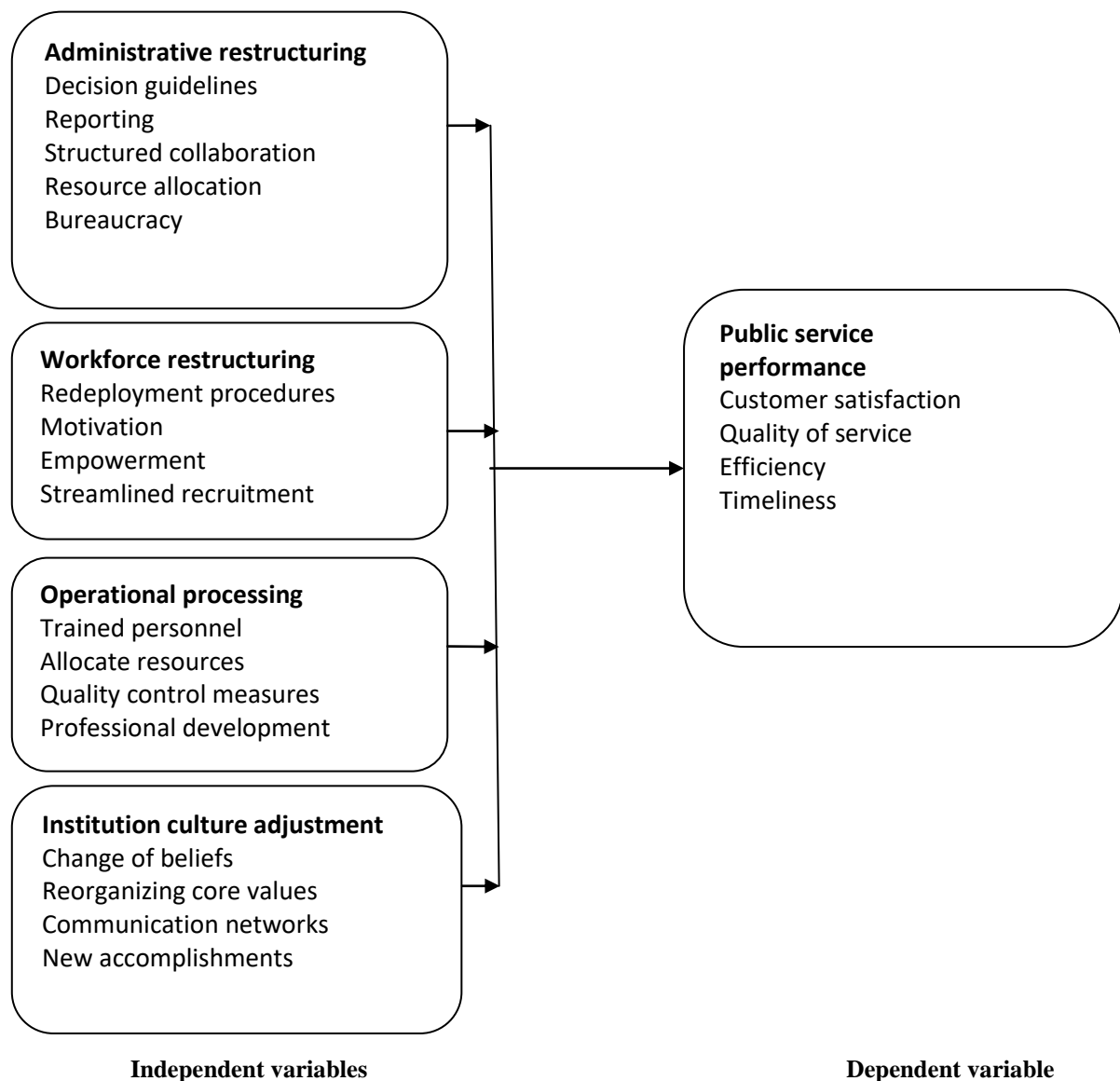


Figure 1: Conceptual Framework

2.3.1 Administrative Restructuring:

The reason for adoption of the restructuring strategy by managers in various industries for modernisation cost, productivity and revenues increase, improve welfare of the staff, wealth increase for shareholders, enhance efficiency and performance improvement. Motivation for organizational restructuring strategy been to lower cost of operations and assist in better strategies formulation and execution. However, exercise of restructuring is eliminated various units in some ministries, among existing agencies none was eliminated. The agencies of the government may basically be reluctant and apprehensive of the teams' technical capacity to establish its requirement in terms of manpower and organizational structure since work of restructuring was started by agency of the government via the technical teams that is consist mainly of from the civil servants. Undoubtedly, such a feeling would have invigorated the government agency not to untie its grip on the organizational structure type as well as positions number required. Therefore, on the basis of experience, one might think of having self-governing task forces with specialists as its members and outside of the future restructuring exercise for the government agency (Cummings & Worley, 2014).

Since China independence, five-tier administrative hierarchy was established and embedded in nation, province, city county, village (Liu, 2014). The status of the administration is related closely to allocation of the resources, system of taxation as well as other planning strategies in certain regions. This has recently been fierce in urban system and spatial, mostly at the city and county levels. In consideration of the execution of reform and opening up policy, the process of

restructuring administration may be classified into five stages (Cartier, 2011). The initial stage refers to the provincial administration from the 1970s to the mid-1980s, when planning in cities and counties was under provincial government; later, the city responsible strategy for county was executed and counties were administrated by the corresponding prefecture-level city. In the third stage, given the township enterprises rapid development in the Yangtze River Delta, there is great prosperity experience by counties and even surpassed its affiliated prefecture-level city.

The final stage refers to the forms of province administrating county and village-level city which stems following the bottom-up development trend. Desire for entrepreneurship and vigour in performance of counties and villages economically was demonstrated particularly in coastal areas. Administrative restructuring market-oriented reform takes shape as well as exhibiting significant potential. Restructuring administratively have a direct influence on the decentralization power and the construction land allocation is a key part. Therefore, the study on their collaboration has been recently done (Zeng et al., 2016).

The reasons for success or failure revolving around the nature of the strategy itself is the policies and support systems, resource allocations, structure, leadership and communication process. The way of aligning the strategy to the environment is the major challenge in what Grant (2010) terms as strategic fit. For successful strategy, there must be a consistency within the firm's external environment and internal environment of the firm— its goals and values, resources, capabilities, structure and systems. The negative restructuring charge effect on the income of the firm may also affect the decision timing. Finally, restructuring of the organization would be impossible to execute there is change resistance by the employees as this minimises the motivation and eventually the performance of the organization.

Basically, restructuring of the administration adopts boundary variation as well as status variation, with the recognition and investigation later (Huck, 2018). Therefore, a question is raised on what influences the administrative status/level changes. It is confirmed by spatial regression results that growth of urban centres, structure of the industries and consumer goods retail sales are highly related with change of land-use intensity where every aspect is positive; the different status of administration influence exist and supported in the past 10 years; if a town district and a prefectural city district were adjacent in 2005 and 2015 (Milic, 2017).

2.3.2 Workforce Restructuring:

Organizational restructuring may assume different forms and the main basic obstacle for the restructuring forms is that they need reorganization of the workflows as well as appropriate alignment. The firms are required to approach managing human capital new ways as the Government works more efficiently and effectively. The accomplishment of the work is required in new ways as well as with fewer resources sometimes. To meet the variations in mission, the restructuring of the agencies is needed. There is a need for the staff to comprehend the varying nature of the firm as well as the way work will be organised and finished. Restructuring strategies for employees is complicated processes and choices are influenced by and interact with the agreements and conflicts of interest among stakeholders. Firms in the emerging economies are characterized by high growth, high leverage, less effective corporate governance and different legal and institution context as compared to the firms in the developed economies (Pandey & Ongpipattanakul, 2015).

Restructuring is often done as part of a bankruptcy or a takeover by another firm, particularly a leveraged buyout by a private equity firm. It may also be done by a new CEO hired specifically to make the difficult and controversial decisions required to save or reposition the company. In addition, Jones (2016) mentions another way to comprehend the restructuring of an organisation. He notes that restructuring doesn't essentially have to lead to employees' retrenchment with all the followed painful consequences. Responsible restructuring is an alternative approach he refers to. The decision to for a firm to follow the traditional restructuring way involves retrenchments or responsible restructuring is dependent on employees view of management. The firms' management that views staff as reducible costs are more possibly retrench workers in the process of restructuring. The management often looks for irreducible core of workers which the firms need to make sure that there is minimal employees' number is maintained.

On the other hand, the firms' administration that views staff as assets for nurturing and development will possibly undertake are responsible restructuring. They always look for new business which will make sure efficient and effective utilization of the employees. Workers are viewed as commodities by the downsizers which could be varied and replaced. On the other hand, those who undertake responsible restructuring view employees as creativity and renewal sources and with potential for business growth. It may involve restructuring of ownership, business and asset. Firm restructuring is a

vital strategy executed to remain relevant in the business world. Restructuring is attributed to the fact that they enquire about the existing structures and routines as well as seeking to vary them via targeted and explicit interventions. This occurs particularly during the times of high firm dynamics (Jacoby, 2018).

2.3.3 Operational Process Restructuring:

This includes the variations in the structure of the firm that consist of divisional redesigning, hierarchical level reduction, product diversification reduction, revision of compensation, improvement of governance and reductions in workforce. Nevertheless, it is depending more on the conditions which are started and have minimal performance impact. Operating efficiencies increase, greater satisfaction of the employees, turnovers reduction and better communications can be the intermediate effects of restructuring an organization. Restructuring of an organization is envisioned to improve the efficiency of the management via key variations in structure of the organization. The mobile technologies growth, especially smart phones and mobile phones introduction which have the internet and wireless networks access, brings new channels for delivering government services to the citizens in a more economical and effective way. These developments created a new avenue government, that draws government services closer to the people (Strauss & Frost, 2016).

Feelings of control are fostered by choice of oneself path and obtaining the choice. While the aforementioned models of stress focus mostly on capability to meet demands or exert influence over the environment/situation, in Goyder (2012) model the imbalance of effort and reward is central, and thus, one might say, a sense of being unfairly treated. One's efforts depend on the external environment such as work and on one's own ambitions. The rewards can for instance be social status, career opportunities, money, or appreciation from others. According to Kervin (2012), job loss and job instability have been associated with perceived lack of rewards, or insufficient rewards, as have forced occupational changes and downward transitions. It is plausible then that managers who feel that they did not obtain their desired positions after restructuring would also feel inadequately rewarded, in line with the effort/reward imbalance model. An organizational change can be stressful in and of itself, especially as new demands are introduced and personal control over the change may be small.

2.3.4 Institution Culture Adjustment:

Cultural adjustment is a process an individual has to go through to be able to work effectively and live comfortably in a place that is new and unfamiliar to them. Adjustment to any new situation or culture is not accomplished in a few days. It takes time to adjust to a new lifestyle. Park and Blenkinsopp (2017) examined the impact of ethics programs and ethical culture on misconduct in public service organizations. This paper aimed to examine the relationship between ethics programs and ethical culture, and their impact on misconduct. A theoretical model which posits ethical culture to be a mediating variable in the relationship between ethics programs and misconduct was tested using data from a national ethics survey of Korean public service organizations. The data indicates the relationship between ethics programs and misconduct is fully mediated by ethical culture. Only two of the six elements of an ethics program had a significant effect on misconduct before ethical culture was controlled for, and when ethical culture was controlled for, none of the elements had a significant impact on misconduct. The ethics program did however appear to strengthen ethical culture, suggesting such programs make an important contribution to reducing unethical behavior in organizations.

According to Cummings and Worley (2014), literature outlining fundamental aspects of organizational culture is summarized, serving as a foundation for reviewing the potential value of training as a method for enhancing public managers' awareness of organizational culture. This is followed by an illustrated example of how the culture was changed in major department of a public organization through leading by example. The finding showed that training and leading by example can serve as effective methodologies for promoting culture awareness and brining about culture change in organizations. The article highlighted some interesting similarities and differences between cultures in public organizations and cultures in private sector organizations. The differences, in particular, reinforce the importance of training and leading by example to guide public sector employees through the complex dynamics often embodied within culture transformations in organizations.

Strong corporate culture potentially increases a company's success note that a company's success depends on high employee performance by serving three important functions. First, it serves as a tool of management control. Organizational culture, he says, is a deeply embedded form of social control that influences employee decision and behaviour. It influences how workers relate with each other and how decisions are made in the organization (Ojo 2009). Providing a powerful mechanism for controlling behaviour, organizational culture also manipulates how employees attach meaning to their world and how they interpret events.

Organizational culture assists in the sense-making process. It helps employees understand what goes on and why things happen in the organization. This makes it easier for them to understand what is expected of them and to interact with other employees who know the culture and believe in it. In contrast, emphasizes companies have weak culture when the dominant values are short-lived and held mainly by a few people at the top of the organization. In any type of organization, a poor culture can lead to staff disengagement and customer dissatisfaction—two criteria that significantly affect the profitability of an organization. In short, we have seen that culture is what gives identity to an organization, and it is manifested in various areas in the organization from employees, to leaders, to the policies within an organization. Powerful cultures have powerful effects on how a company's people work together. Culture, therefore, is the determinant of organizational performance; a culture of an organization can encourages high performance or low performance. That is why if the culture of an organization is weak, the execution of the organization 's strategy will be adversely affected. It is apparent that a strong culture can be attained and sustained by improving the performance of the employees (Weick & Sutcliffe, 2015).

2.4 Empirical Review:

Various studies have been carried out addressing strategic restructuring such as Alias, Rahim, Nor and Yaacob (2014) corporate restructuring performance: an empirical investigation of its performance. This study examines the impact of corporate restructuring announcements made by UEM-Renong, MRCB, Time Engineering and Lion Group on their stock prices. Overall, the price reaction on the restructuring announcements made by these four companies were not significant. High average debt ratio prior to restructuring announcements the firms had might be one of the unattractive characteristics to the market. The high ratio of bank loan over total debt before and after restructuring, do not contribute to minimizing the agency cost in bank-firm relationship. Evidences also indicate that debt reduction, refocusing and alignment of interest between management and shareholders through increase in board of directors' ownership were not the main focus to all firms.

A study by Srivastava and Mushtaq (2011) on the impact of restructuring on the operational aspects of the publicly traded firms in China. They used changes in revenue, profit margin, return on assets and the total asset turnover ratio before and after the restructuring as proxies for firm performance and conducted tests to determine whether restructuring resulted in significant changes. Their study found that there were significant improvements in total revenue, profit margin, and return on assets following restructurings but there was no evidence of any significant impact on asset turnover ratio. They also found evidence of significant market anticipation and over reaction to the restructuring announcements.

Ngige (2012) studied the implication of restructuring on the performance and long-term competitiveness within the Kenyan banking sector and further, the significance of different modes of restructuring adopted by the banks in influencing performance. Findings revealed that generally, restructuring resulted to improvement in performance in terms of market share growth, competitiveness, growth in quality of products, geographical spread and customer retention. Further findings revealed that banks used different strategies of restructuring which had different motives in influencing performance. In the case of organizational restructuring the study showed an increase in the year of restructuring and the year after though it was at a greater magnitude in the organization mode of restructuring.

According to the research studies of Mbogo and Waweru (2014), on the corporate turnaround response by financially distressed companies listed on the NSE, they surveyed companies that were listed for the entire period of the study (2002-2008). The survey found that employee layoff was the most preferred course of action being carried out by 63% by the companies. Asset restructuring was the second most preferred turnaround strategy being carried out by 50% of the companies. Financial restructuring and top management change were the least preferred turn around strategies each one of them being taken by one company each.

The study by Riany et al., (2012) on the effects of restructuring on organization performance of mobile phone service providers in Kenya concluded that the three methods of restructuring have a favorable effect on the companies' market share and market growth. Their results indicate that financial restructuring had the greatest impact on a company's market share followed by portfolio restructuring and organization restructuring. It is distinct that organizational restructuring had the greatest impact on market growth rate.

Odula (2015) the effect of restructuring on the performance of financial institutions in Kenya. Data from 43 Commercial Banks in Kenya was analyzed, during the eight-year period of the study from 2008 to 2015. The data collected was from the annual published financial statements. Computation of the various ratios that make the variables under consideration

namely Return on Equity, profit margin, asset utilization ratio, net interest margin, overhead efficiency, spread, interest expense ratio, provision for loan loss ratio and non – interest expense ratio of these banks was computed from the data collected from the financial statements of the banks for the period of the study. This was analyzed using a multiple linear regression model using SPSS version 20, in a bid to establish if there is any effect of restructuring on the performance of financial institutions in Kenya and if it exists, whether it has any significance on the performance of financial institutions. The findings indicate that 31.9% of the variables used in the study could explain the variability of performance of financial institutions while 68.1% of the performance of financial institutions could be explained by variables not included in the model in the study. It was further noted that an increase in profit margin, asset utilization ratio and net interest margin had a positive impact on performance of financial institutions.

2.5 Critique of Existing Literature:

From the literature reviewed, the areas of strategic restructuring and its effect on performance of the organization it varies with the operations of the organization such as; Alias, Rahim, Nor and Yaacob (2014) corporate restructuring performance: an empirical investigation of its performance. This study examines the impact of corporate restructuring announcements made by UEM-Renong, MRCB, Time Engineering and Lion Group on their stock prices. However, the study was in a profit-making organization while the current study is in a government institution.

A study by Srivastava and Mushtaq (2011) on the impact of restructuring on the operational aspects of the publicly traded firms in China. This study was carried out in China which has a different economic context to that of Kenya. Ngige (2012) studied the implication of restructuring on the performance and long-term competitiveness within the Kenyan banking sector. These both studies did not focus on government ministries as per the current study.

Mbogo and Waweru (2014), on the corporate turnaround response by financially distressed companies listed on the NSE, they surveyed companies that were listed for the entire period of the study (2002-2008). The study was carried out in NSE which has different context to public service institution. Riany et al. (2012) on the effects of restructuring on organization performance of mobile phone service providers in Kenya concluded that the three methods of restructuring have a favorable effect on the companies' market share and market growth. Odula (2015) established the effect of restructuring on the performance of financial institutions in Kenya. However, none of the studies established the effect of strategic restructuring on public service performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya. Therefore, their finding cannot be used specifically to address the challenges facing Ministry of Interior and Co-Ordination of National Government in Murang'a County.

2.6 Research Gap:

The literature review is evident that studies been done on strategic restructuring and its effect on performance of the organization. It is evident that restructuring strategy has been adapted by managers in several industries so as to streamline cost, increase productivity and revenues, improve employees' welfare, increase shareholders wealth, enhance efficiency and improve performance among other reasons. Motivation for organizational restructuring strategy been to lower operational costs and assist in better formulation and implementation of strategies. Although the restructuring exercise abolished a number of units in some ministries, none of the existing agencies was abolished or amalgamated. As the restructuring work was initiated by a government agency through the technical teams constituted mainly from the civil servants, the government agency would naturally feel reluctant and apprehensive of the technical capacity of such teams to determine its manpower requirement and organizational structure.

However, it has become apparent from this review, that there are a number of significant gaps in the current literature in relation to the strategic restructuring and its effect on performance of the organization. More specifically, the following important gaps have been identified: Current studies of strategic restructuring have tended to adopt rather narrow definitions and conceptualizations of strategic restructuring practices in the performance of public organization. There are a number of studies that identify strategic restructuring practice that might impact affect performance of public service, but they tend not to be empirically tested such as; (Fauzias, Norazlan and Mohd, 2014; Ayoo, 2011; Riany, 2012; Jarso, 2013; Odula, 2015). Moreover, these studies do not provide a complete and coherent out light of the problems with strategic restructuring. Therefore, with this backdrop, this study seeks to examine the effect of strategic restructuring on public service on performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya.

3. RESEARCH METHODOLOGY

3.1 Introduction:

This chapter outlines the research design and methodology of the study. It explains the target population, sampling frame, sampling techniques pilot testing, data collection instruments and procedures, data analysis and presentation.

3.2 Research Design:

The study used a descriptive research design to enable the researcher to depict and describe situations as accurately as possible the way they exist in the target population. Descriptive survey is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals. Thus, it was adopted as the most suitable research design for the study.

3.3 Target Population:

A population is a well-defined or set of people, elements, group of objects, households that a researcher target for investigation. According to Robinson (2014), population is a group of individuals, objects or items from which samples are taken for measurement. The study was conducted in Murang'a County and covered the eight Sub-Counties which include Kandara, Gatanga, Mathioya, Murang'a South, Murang'a East, Kigumo, Kangema and Kahuro and basically focused on the National Government Administrative Officers; County Commissioner, Deputy County Commissioner, Chiefs and Assistant Chiefs in Murang'a County

Table 3.1: Target Population

Department	Population No.	Percentage
County Commissioner	1	0.3
Deputy County Commissioners	6	1.6
Assistant County Commissioners	18	4.7
Chiefs	81	21.3
Assistant Chiefs	275	72.2
Total	381	100.0

Source: National Government Administrative Officers Murang'a County

3.4 Sampling Frame:

A sampling frame consists of a list or index of cases from which a sample can be selected (Orodho, 2014). A sample population of 191 respondents was arrived at by calculating the target population of 381 with a 95% confidence level and an error of 0.05 using the below formula taken from Kothari (2004).

$$n = \frac{z^2 \cdot N \cdot \hat{p}^2}{(N - 1)e^2 + z^2 \hat{p}^2}$$

Where; n = Size of the sample,

N = Size of the population and given as 381,

e = Acceptable error and given as 0.05,

\hat{p} = The standard deviation of the population and given as 0.5 where not known,

Z = Standard variate at a confidence level given as 1.96 at 95% confidence level.

Table 3.2: Sample Size

Department	Population No.	Ratio	Sample
County Commissioner	1	0.50	1
Deputy County Commissioners	6	0.50	3
Assistant County Commissioners	18	0.50	9
Chiefs	81	0.50	41
Assistant Chiefs	275	0.50	138
Total	381		191

Source: Author

3.5 Sample and Sampling Technique:

Sampling is taking any portion of a population or universe as representative of that population or universe (Kerlinger, 2007). Probability sampling enables a researcher to select a reasonable number of subjects, objects or cases that represent the target population. Random sampling allows generalizability to a larger population with a margin of error that is statistically determinable. Stratified random sampling helps to achieve a more efficient sample or desired representation from various sub-groups in the population since it provides more information with a given sample size (Cameron & Green, 2009).

3.6 Data Collection Instruments:

Data collection is gathering of information relevant to the research study. The main data collection instrument for the study was a structured questionnaire consisting of closed ended questions to collect primary data from respondents and Likert scales relating to the field of inquiry. Questionnaires were used for this study because there is low cost involved even when the universe is large and is widely spread geographically and are free from the bias of the interviewer. In addition, respondents have adequate time to give well thought out answers and large samples can be made use of resulting in more dependable and reliable results. Secondary data on the other hand was collected from published books, internal reports and relevant documents.

3.7 Data Collection Procedure:

Data collection is defined by Chandran (2004) as the gathering of the required information for the research in a bid to acquire new understandings into a situation and provide answer for the research questions. Data was collected through administration of questionnaires. The questionnaires were distributed by the researcher. Secondary data was collected from documented records of government and through internet searches. This study was conducted in a period of three weeks.

3.8 Pilot Testing:

A pilot study was conducted to determine whether potential respondents would have difficulties in understanding or interpreting the questionnaire (Settle & Alreck, 1994). 19 conveniently sampled respondents forming 10% of sample from each category was asked to give the needed information for piloting in Kiambu County. The pilot tests were checked to see if the length of questionnaire is acceptable and uncover any difficulties arising from the procedure and feedback was used make necessary adjustments.

3.8.1 Validity of Research Instruments:

Validity can be defined as the extent to which a research instrument measures what it was intended to measure and how valid the study outcomes are (Kothari, 2004). It ensures that the questions asked are understood by the respondent in the way the researcher intended them to be while at the same time the answer given by the respondent is understood by the researcher in the way it is intended (Saunders et al, 2009). Validity can either be external validity which means that the results obtained can be generalized to the population or external validity which indicates the instrument ability to measure what it is intended to. Osoro (2012) asserts that there are different types of validity including content validity which indicates how the measuring instrument adequately covers the topic of study, criterion-related validity which describes the extent to which the measures provide predictions in the study and construct validity which means the extent to which the questions measure the presence of those constructs that were intended to be measured.

3.8.2 Reliability of Research Instruments:

The measure of consistency of the test results is known as reliability. (Kombo & Tromp, 2010). The researcher intended to ensure measurement provides consistent and dependable results when he or she measures a variable. Measuring reliability for instruments for collecting data the researcher used an internal consistency technique that utilises Cronbach's alpha gathered data. The study used Cronbach's alpha coefficient on data obtained from all the pilot test respondents to assess the obtained data consistency as well as how dependable they are for every individual from one instrument administration to the other as well as from one item's set to other (Magutu, 2013). The overall alpha coefficient for the sample was set at a recommended value of at least 0.70. Results of the pilot study was compared with those obtained from pilot studies in previous studies.

3.9 Data Analysis and Presentation:

Processing and analysis of the data included data categorization, manipulation and summarizing in a bid to get replies for research questions (Kothari, 2004). The preparation of the data was carried out on questionnaires that are completed through editing and then coding. Data entry was done latest version of SPSS (Version 20.0) ready for analysis.

Biographical info such as gender, age bracket, and position held by employee and length of service in organization was analyzed using descriptive statistics. Measure of central tendency like standard deviations and averages were used to explore the existing relationships between variables. Findings were presented in figures and or tables.

Regression to assess the relationship between the components of strategic restructuring as independent variables on performance was done. The regression formula is presented below;

$$Y_s = \beta_0 + B_1 X_1 + B_2 X_2 + B_3 X_3 + B_4 X_4 + B_5 X_5 + \varepsilon$$

Where;

Y_s = Performance of Interior and Co-Ordination of National Government Ministry

β_0 = Constant

X_1 = Administrative restructuring

X_2 = Workforce restructuring

X_3 = Operational process restructuring

X_4 = Institution culture adjustment

$\beta_1 \beta_2 \beta_3 \beta_4 \beta_5$ = Regression co-efficient

ε is the error term.

4. RESEARCH DISCUSSION AND FINDINGS

4.1 Introduction:

This chapter presents the findings obtained from the primary data collected using questionnaires. The chapter consists of response rate, reliability analysis, validity analysis, characteristics of the respondents and their opinions on the effect of strategic restructuring on public service performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya. To simplify the discussions, the researcher provided tables that summarized the collective reactions of the respondents.

4.1.1 Response Rate:

The researcher targeted 191 respondents to fill the questionnaires. However, a total of 156 respondents were able to fill and return the questionnaires. This gave a response rate of 81.7% which was within what Cooper and Schindler (2011) who prescribed that a significant response rate for statistical analysis must be 50% or more.

Table 4.1: Response Rate

Total Questionnaires administered	Filled questionnaires	Unfilled questionnaires	Response Rate.
191	156	35	81.7%

4.1.2 Reliability Analysis:

The researcher conducted a reliability analysis using Cronbach's Alpha which measures the internal consistency by establishing if certain items within a scale measure the same construct. The results of the reliability analysis are presented in the Table 4.2 below.

Table 4.2: Reliability of Measurement Scales

	Cronbach's Alpha	Decision
Administrative restructuring	.818	Reliable
Workforce restructuring	.771	Reliable
Operational process restructuring	.885	Reliable
Institution culture adjustment	.766	Reliable

From the findings, operational process restructuring was more reliable as shown by a coefficient of 0.885 followed by administrative restructuring as expressed by a coefficient of 0.818 then workforce restructuring as illustrated by a coefficient of 0.771 while institution culture adjustment was least reliable as indicated by a coefficient of 0.766. All the variables were considered reliable since the results showed that their Cronbach Alpha associated were above 0.70 threshold as recommended by Alreck and Settle (2003) who noted that Cronbach Alpha's should be in excess of 0.70 for the measurement intervals.

4.1.3 Validity Analysis:

The validity analysis was conducted to establish whether the questionnaire is truly measuring what the researcher intended it to measure. The findings were as shown in Table 4.3.

Table 4.3: Component Matrix^a

	Component			
	1	2	3	4
Restructuring has enabled quick decision making with the Ministry of interior.	.017	.217	.412	.435
Structured collaboration has improved the quality of services offered.	.811	.233	.118	.173
Restructuring has not facilitated allocation of resources to ensure efficiency of operations.	.194	.008	.879	.315
Restructuring has broken down the bureaucratic system of governance yielding customer satisfaction.	.111	.945	.055	.242
Redeployment procedures changes have enhanced our efficiency	.179	.008	.869	.316
Employees' level of motivation increased since they were engaged in decision making of the ministry programs.	.878	.26	.148	.292
Employee in the ministry feels more empowered after restructuring	.742	.241	.017	.487
Streamlined recruitment has enhanced our staff productivity	.111	.945	.055	.242
Changes in trained personnel has improved our output	.133	.104	.459	.339
Restructuring allocation of resources has enhanced our timeliness	.895	.225	.13	.279
Quality control measures changes has increased customer satisfaction	.708	.254	.03	.455
Professional development has increased staff efficiency	.192	.899	.065	.133
Changes in organizational beliefs has boosted our effectiveness	.089	.066	.647	.177
Core values has enhanced customer satisfaction	.115	.116	.282	.553
Communication networks has improved our service quality	.585	.196	.027	.543
Consistency has enhanced our timeliness	.895	.225	.13	.279
Our accomplishments adjustment has increased our effectiveness	.895	.225	.13	.279

The above results allowed for the identification of which variables fall under each of the 4 major extracted factors. Each of the 17 variables was looked at and placed to one of the 4 factors depending on the percentage of variability; it explained the total variability of each factor. Cooper and Schindler (2014) proclaims that one would want in general a variable to share at least 15% of its variance with the construct (factor) it is going to be used to help name. This means only using loadings which are about 0.40 or greater for interpretation purposes. The findings therefore show that all the parameters were had high construct validity.

The study sought to establish the effect of administrative restructuring on performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya.

4.2 Ministry of Interior Performance Status after the Restructuring Process:

The respondents to indicate how the performance of the Ministry of Interior has changed after the restructuring process. Their replies were as shown in Table 4.4.

Table 4.4: Ministry of Interior Performance Status after the Restructuring Process

	Frequency	Percent
Rise	69	44.2
Decline	28	17.9
No change	59	37.8
Total	156	100

From the findings, the respondents indicated that performance of the Ministry of Interior rose after the restructuring process as shown by 44.2%, remained constant as shown by 37.8% and declined as shown by 17.9%. This is an indication that restructuring process affects performance of the Ministry of Interior and Co-Ordination of National Government. This is in line with Cummings and Worley (2014) who argued that the agencies of the government may basically be reluctant and apprehensive of the teams' technical capacity to establish its requirement in terms of manpower and organizational structure since work of restructuring was started by agency of the government via the technical teams that is consist mainly of from the civil servants.

4.2.1 Effect of Administrative Restructuring on Performance of the Ministry of Interior and Co-Ordination of National Government

The respondents were asked to indicate their level of agreement with various statements on how administrative restructuring affect performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya. Their responses were as shown in Table 4.5.

Table 4.5: Effect of Administrative Restructuring on Performance of the Ministry of Interior and Co-Ordination of National Government

	Mean	Std. Dev.
Restructuring has enabled quick decision making with the Ministry of interior.	3.987	0.811
Structured collaboration has improved the quality of services offered.	4.340	0.667
Restructuring has not facilitated allocation of resources to ensure efficiency of operations.	4.314	0.599
Restructuring has broken down the bureaucratic system of governance yielding customer satisfaction.	2.103	0.746

From the findings, the respondents agreed that structured collaboration has improved the quality of services offered as shown by a mean of 4.340, that restructuring has not facilitated allocation of resources to ensure efficiency of operations as shown by a mean of 4.314 and that restructuring has enabled quick decision making with the Ministry of interior as shown by a mean of 3.987. The respondents were also neutral that restructuring has broken down the bureaucratic system of governance yielding customer satisfaction as shown by a mean of 2.103. These findings are in line with Zeng (2016) who argued that administrative restructuring market-oriented reform takes shape as well as exhibiting significant potential. Restructuring administratively have a direct influence on the decentralization power and the construction land allocation is a key part. Therefore, the study on their collaboration has been recently done.

4.3 Workforce Restructuring:

The study sought to assess the effect of workforce restructuring on performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya.

4.3.1 Employees Performance Status after the Restructuring Process:

The respondents were asked to indicate how the performance of employees changed after the restructuring process. Their replies were as shown in Table 4.6.

Table 4.6: Employees Performance Status after the Restructuring Process

	Frequency	Percent
Rise	98	62.8
Decline	30	19.2
No change	28	17.9
Total	156	100

From the findings, the respondents indicated that performance of employees after the restructuring process rose as shown by 62.85 declined as shown by 19.2% and remained constant as shown by 17.9%. This is an indication that restructuring process improved the performance of employees. This correlate with Chan, Evans and Hong (2016) who argues that the restructuring charge negative effect on the income of the firms may also influence decision timing. It was further argued that restructuring charges repetition are termed as unfavourable, particularly in the short term, by studying the restructuring charges effect on compensation of the Chief Executive Officer. Nevertheless, it is often impossible persuading firms' shareholders to restructure without the imminent presence crisis.

4.3.2 Effect of Workforce Restructuring on Performance of the Ministry of Interior and Co-Ordination of National Government

Further the respondents were requested to indicate their level of agreement with various statements on how workforce restructuring affect performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya. Their responses were as shown in Table 4.7.

Table 4.7: Effect of Workforce Restructuring on Performance of the Ministry of Interior and Co-Ordination of National Government

	Mean	Std. Dev.
Redeployment procedures changes have enhanced our efficiency	3.301	0.967
Employees' level of motivation increased since they were engaged in decision making of the ministry programs.	4.378	0.773
Employee in the ministry feels more empowered after restructuring	4.103	0.881
Streamlined recruitment has enhanced our staff productivity	3.718	0.818

From the findings, the respondents agreed that employees' level of motivation increased since they were engaged in decision making of the ministry programs as indicated by a mean of 4.378, that employee in the ministry feels more empowered after restructuring as indicated by a mean of 4.103 and that streamlined recruitment has enhanced our staff productivity as indicated by a mean of 3.718. The respondents were however neutral that redeployment procedures changes have enhanced our efficiency as shown by a mean of 3.301. This is in line with Pandey and Ongpipattanakul (2015) who noted that restructuring strategies for employees is complicated processes and choices are influenced by and interact with the agreements and conflicts of interest among stakeholders. Firms in the emerging economies are characterized by high growth, high leverage, less effective corporate governance and different legal and institution context as compared to the firms in the developed economies.

4.4 Operational Process Restructuring:

The study sought to determine the effect of operational process restructuring on performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya.

4.4.1 Whether Restructuring Disrupted the Operation Process of the Ministry:

The respondents were asked to whether restructuring disrupted the operation process of the ministry. Their replies were as shown in Table 4.8.

Table 4.8: Whether Restructuring Disrupted the Operation Process of the Ministry

	Frequency	Percent
No	40	25.6
Yes	58	37.2
Not sure	58	37.2
Total	156	100

From the findings, the respondents indicated that restructuring disrupted the operation process of the ministry as shown by 37.2%, 37.2% of the respondents were not sure and 25.6% of the respondents indicated that restructuring did not disrupt the operation process of the ministry. This implies that restructuring disrupts the operation process of the ministry in a way. This agree with Jung (2016) who argues that reducing the employees' number and other times operating units number, but it might or might not change the businesses composition in the portfolio of the corporation. The intent of the downsizing is to become lean and mean. However, the results of a survey published in the Wall Street Journal suggest that many of the firms that downsized did not meet their goals.

4.4.2 Effect of Operational Process Restructuring on Performance of the Ministry of Interior and Co-Ordination of National Government:

Further the respondents were requested to indicate their level of agreement with various statements on how operational process restructuring affect performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya. Their responses were as shown in Table 4.9.

Table 4.9: Effect of Workforce Restructuring on Performance of the Ministry of Interior and Co-Ordination of National Government

	Mean	Std. Dev.
Changes in trained personnel has improved our output	2.994	0.926
Restructuring allocation of resources has enhanced our timeliness	4.378	0.773
Quality control measures changes has increased customer satisfaction	3.987	0.811
Professional development has increased staff efficiency	3.904	0.670

As per the findings, the respondents agreed that restructuring allocation of resources has enhanced our timeliness as illustrated by a mean of 4.378, that quality control measures changes has increased customer satisfaction as shown by a mean of 3.987 and that professional development has increased staff efficiency as illustrated by a mean of 3.904. the respondents were however neutral that changes in trained personnel has improved our output as shown by a mean of 2.994. This concurs with Strauss and Frost (2016) who argued that the mobile technologies growth, especially smart phones and mobile phones introduction which have the internet and wireless networks access, brings new channels for delivering government services to the citizens in a more economical and effective way. These developments created a new avenue government, that draws government services closer to the people.

4.5 Institution Culture Adjustment:

The study sought to establish the effect of institution culture adjustment on performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya.

4.5.1 Whether Restructuring Affected the Institution Culture Adjustment:

The respondents were asked to whether restructuring affected the institution culture adjustment. Their replies were as shown in Table 4.10.

Table 4.10: Whether Restructuring Affected the Institution Culture Adjustment

	Frequency	Percent
No	86	55.1
Yes	64	41
Not sure	6	3.8
Total	156	100

From the findings, most of the respondents indicated that restructuring did not affect the Institution Culture adjustment as shown by 55.1%. In addition, 41% of the respondents indicated that that restructuring affected the institution culture adjustment while 3.8% were not sure. This is an indication that restructuring doesn't affect the institution culture adjustment in many establishments. This is in line with Rahim, Nor and Yaacob (2014) who studied corporate restructuring performance: an empirical investigation of its performance and found that the high ratio of bank loan over total debt before and after restructuring, do not contribute to minimizing the agency cost in bank-firm relationship. Evidences also indicate that debt reduction, refocusing and alignment of interest between management and shareholders through increase in board of directors' ownership were not the main focus to all firms.

4.5.2 Effect of Institution Culture Adjustment on Performance of the Ministry of Interior and Co-Ordination of National Government:

Further the respondents were asked to indicate their level of agreement with various statements on how institution culture adjustment affect performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya. Their responses were as shown in Table 4.11.

Table 4.11: Effect of Institution Culture Adjustment on Performance of the Ministry of Interior and Co-Ordination of National Government

	Mean	Std. Dev.
Changes in organizational beliefs has boosted our effectiveness	3.731	0.868
Core values has enhanced customer satisfaction	4.173	0.634
Communication networks has improved our service quality	2.692	1.087
Consistency has enhanced our timeliness	3.673	0.558
Our accomplishments adjustment has increased our effectiveness	4.090	0.822

From the study findings, the respondents agreed that core values have enhanced customer satisfaction as expressed by an average of 4.173, that their accomplishments adjustment has increased our effectiveness as shown by a mean of 4.090, that changes in organizational beliefs has boosted our effectiveness as illustrated by a mean of 3.731 and that consistency has enhanced our timeliness as expressed by an average of 3.673. Moreover, the respondents were neutral that communication networks have improved our service quality as shown by a mean of 2.692. These findings conform to Park and Blenkinsopp (2017) who examined the impact of ethics programs and ethical culture on misconduct in public service organizations and found that the relationship between ethics programs and misconduct is fully mediated by ethical culture. Only two of the six elements of an ethics program had a significant effect on misconduct before ethical culture was controlled for, and when ethical culture was controlled for, none of the elements had a significant impact on misconduct.

4.6 Performance of Ministry of Interior and Co-Ordination of National Government:

The respondents were asked to indicate their level of agreement with various statements on the trend of performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya for the last five years after restructuring. Their replies were as shown in Table 4.12.

Table 4.12: Performance of Ministry of Interior and Co-Ordination of National Government

	Mean	Std. Dev.
Customer satisfaction has greatly increased	3.923	0.869
The level of quality of service has continually increased	4.218	0.764
Efficiency in the ministry has improved	3.763	0.828
Timeliness in our operations has increased	2.974	0.778

As per the findings, the respondents agreed that the level of quality of service has continually increased as shown by a mean of 4.218, that customer satisfaction has greatly increased as expressed by an average of 3.923 and that efficiency in the ministry has improved as illustrated by a mean of 3.763. The respondents were however neutral that timeliness in our operations has increased as shown by a mean of 2.974. These findings are similar to Srivastava and Mushtaq (2011) who on the impact of restructuring on the operational aspects of the publicly traded firms in China, found that there were significant improvements in total revenue, profit margin, and return on assets following restructurings but there was no evidence of any significant impact on asset turnover ratio. They also found evidence of significant market anticipation and over reaction to the restructuring announcements.

4.7 Regression Analysis:

The multiple regression analysis was used to test the relationship between the variables where it shows how the dependent variable is influenced by the independent variables.

Table 4.13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.893	0.797	0.792	0.731

From the results, the adjusted R square was 0.792. This implies model highly fits the data since the Adjusted R square was more than 0.7 and that administrative restructuring, workforce restructuring, operational process restructuring and institution culture adjustment explains 79.2% of the variation in Performance of Interior and Co-Ordination of National Government Ministry. The remaining 20.8% accounted for the factors influencing Performance of Interior and Co-Ordination of National Government Ministry that are not covered in this study.

Table 4.14: ANOVA Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	323.133	4	80.783	148.369	.000
	Residual	82.216	151	0.544		
	Total	405.349	155			

From the ANOVA Table, the p-value was 0.000 and the calculated F-value was 148.369. This shows that the overall regression model was significant in predicting the outcome of Performance of Interior and Co-Ordination of National Government Ministry based on the values of Administrative restructuring, Workforce restructuring, and Operational process restructuring and Institution culture adjustment since p-value was less than 0.05 and F-calculated was greater than F-critical (2.4316).

Table 4.15: Coefficients of Determination

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.136	0.182		6.242	.000
Administrative restructuring	0.736	0.296	0.784	2.486	.015
Workforce restructuring	0.612	0.208	0.739	2.942	.004
Operational process restructuring	0.774	0.317	0.815	2.442	.017
Institution culture adjustment	0.833	0.312	0.872	2.670	.009

The established model for the study was:

$$Y = 1.136 + 0.736X_1 + 0.612X_2 + 0.774X_3 + 0.833X_4$$

Where: -

Y= Performance of Interior and Co-Ordination of National Government Ministry

β_0 =constant

X_1 = Administrative restructuring

X_2 = Workforce restructuring

X_3 = Operational process restructuring

X_4 = Institution culture adjustment

The regression equation above has established that taking (Administrative restructuring, Workforce restructuring, Operational process restructuring and Institution culture adjustment), Performance of Interior and Co-Ordination of National Government Ministry will be 1.136. The findings presented also show that taking all other independent variables at zero, a unit increase in the administrative restructuring significantly leads to an increase in increase in the score of Performance of Interior and Co-Ordination of National Government Ministry as shown by $B=0.736$ and p-value of 0.015. This is in line with Cummings and Worley (2014) who argued that the agencies of the government may basically be reluctant and apprehensive of the teams' technical capacity to establish its requirement in terms of manpower and organizational structure since work of restructuring was started by agency of the government via the technical teams that is consist mainly of from the civil servants.

Further the study revealed that a unit change in Workforce restructuring would significantly lead to 0.612 increase in the score of Performance of Interior and Co-Ordination of National Government Ministry since p-value (0.004) was less than 0.05. Moreover, if all other factors are held constant at zero, a unit increase operational process restructuring significantly leads to increase in Performance of Interior and Co-Ordination of National Government Ministry as shown by a regression coefficient of 0.774 and p-value of 0.07. This corelate with Chan, Evans and Hong (2016) who argues that the restructuring charge negative effect on the income of the firms may also influence decision timing. It was further argued that restructuring charges repetition are termed as unfavourable, particularly in the short term, by studying the restructuring charges effect on compensation of the Chief Executive Officer. Nevertheless, it is often impossible persuading firms shareholders to restructure without the imminent presence crisis.

The also study found that holding other factors constant at zero, a change in Institution culture adjustment leads to a significant 0.774 increase Performance of Interior and Co-Ordination of National Government Ministry since p-value (0.009) was less than 0.05. This is in line with Rahim, Nor and Yaacob (2014) who studied corporate restructuring performance: an empirical investigation of its performance and found that the high ratio of bank loan over total debt before and after restructuring, do not contribute to minimizing the agency cost in bank-firm relationship. Evidences also indicate that debt reduction, refocusing and alignment of interest between management and shareholders through increase in board of directors' ownership were not the main focus to all firms.

Overall, Institution culture adjustment had the greatest effect on Performance of Interior and Co-Ordination of National Government Ministry in followed by Operational process restructuring, then Administrative restructuring while Workforce restructuring had the least effect on the Performance of Interior and Co-Ordination of National Government Ministry.

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction:

This chapter presents the discussion of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn are focused on addressing the objective of the study.

5.2 Summary of Findings:

5.2.1 Administrative restructuring:

The study sought to establish the effect of administrative restructuring on performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya. The study found that restructuring process affects performance of the Ministry of Interior and Co-Ordination of National Government. The study further found that structured collaboration has improved the quality of services offered, that restructuring has not facilitated allocation of resources to ensure efficiency of operations and that restructuring has enabled quick decision making with the Ministry of interior. The study also found that restructuring has broken down the bureaucratic system of governance yielding customer satisfaction.

5.2.2 Workforce restructuring:

The study sought to assess the effect of workforce restructuring on performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya. The study found that restructuring process improved the performance of employees. The study found that employees' level of motivation increased since they were engaged in decision making of the ministry programs, that employee in the ministry feels more empowered after restructuring and that streamlined recruitment has enhanced our staff productivity. The study also found that redeployment procedures changes have enhanced our efficiency.

5.2.3 Operational process restructuring:

The study sought to determine the effect of operational process restructuring on performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya. The study found that restructuring disrupts the operation process of the ministry in a way. Further the study found that restructuring allocation of resources has enhanced our timeliness, that quality control measures changes has increased customer satisfaction and that professional development has increased staff efficiency and that changes in trained personnel has improved our output.

5.2.4 Institution culture adjustment:

The study sought to establish the effect of institution culture adjustment on performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya. The study found that restructuring doesn't affect the institution culture adjustment in many establishments. The study also found that core values have enhanced customer satisfaction, that their accomplishments adjustment has increased our effectiveness, that changes in organizational beliefs has boosted our effectiveness, that consistency has enhanced our timeliness and that communication networks have improved our service quality.

5.3 Conclusions:

5.3.1 Administrative restructuring:

The study concluded that administrative restructuring affected performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya significantly. It was clear that restructuring process affects performance of the Ministry of Interior and Co-Ordination of National Government where structured collaboration has improved the quality of services offered and restructuring has not facilitated allocation of resources to ensure efficiency of operations. In addition, it was clear that restructuring has enabled quick decision making with the Ministry of interior.

5.3.2 Workforce restructuring:

The study concluded that workforce restructuring affected performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya positively. In this case, the study deduced that employees' level of motivation increased since they were engaged in decision making of the ministry programs and redeployment procedures changes have enhanced our efficiency. It was clear that employee in the ministry feels more empowered after restructuring and streamlined recruitment has enhanced our staff productivity.

5.3.3 Operational process restructuring:

The study concluded that operational process restructuring affects performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya significantly. The study established that restructuring disrupts the operation process of the ministry in a way where restructuring allocation of resources has enhanced our timeline and quality control measures changes has increased customer satisfaction and that professional development has increased staff efficiency.

5.3.4 Institution culture adjustment:

The study also concludes that institution culture adjustment affects performance of the Ministry of Interior and Co-Ordination of National Government in Murang'a County, Kenya positively. The study deduced that core values have enhanced customer satisfaction, that their accomplishments adjustment has increased our effectiveness, that changes in organizational beliefs has boosted our effectiveness, that consistency has enhanced our timeliness and that communication networks have improved our service quality.

5.4 Recommendations:

5.4.1 Administrative restructuring:

The study recommends that there is need to have effective system upgrade in the Ministry of Interior and Co-Ordination of National Government to enhance organizational performance. The study also recommends that system upgrade will lead to a reduction in time taken to offer a service in the organization thus improving the organization competitiveness and facilitate more and unique products and services.

5.4.2 Workforce restructuring:

The study recommends that Government agencies will need to reorganize to more efficiently and effectively deliver upon mission requirements. Agencies will need to examine the full scope of how it is organized and find approaches for managing human capital new ways where the accomplishment of the work is required to be done in new ways and other times with limited resources. To meet the variations in mission, the restructuring of the agencies is needed. There is a need for the staff to comprehend the varying nature of the firm as well as the way work will be organised and finished.

5.4.3 Operational process restructuring:

The study recommends for the Ministry of Interior and Co-Ordination of National Government to centralize all its processes so as to enhance controls and thus have reduced resource wastage and ease decision making. The study also recommends for effective policies on downsizing in the Ministry of Interior and Co-Ordination of National Government that enhances performance. There is also a need for the Ministry of Interior and Co-Ordination of National Government to establish the departmentation on the Ministry that has designated different departments for different services and products as it makes coordination of activities easier in the organization. The departmentation will improve service quality, effectiveness and efficiency in the organization.

5.4.4 Institution culture adjustment:

The study recommends that the Ministry of Interior and Co-Ordination of National Government regulators and practitioners seeking to create value for shareholders should focus on capital restructuring and acquisition as the most appropriate techniques of corporate restructuring. It also recommends that future policies should focus on the strategies that favour growth, expansion and performance improvement which position the company for competition and other challenges in the industry. The study recommends that there is need to enhance leadership style in the Ministry of Interior and Co-Ordination of National Government as this will help in the organizational restructuring. There is need to ensure there was top management support, better communication within the organization, finances, employee involvement and support, enough employees in the organization, good desirable leadership style and supportive organization culture as this will support organizational restructuring.

5.5 Suggestions for Further Studies:

In line with the findings in this study, the following studies need to be carried out. First, the same study needs to be done in other counties in Kenya since this study only focused on Murang'a county only. Secondly, a study needs to be carried out on the other mitigating actions to be taken so as to complement and sustain restructuring in order to ensure that the impact of restructuring does not decline with time as shown in the study.

In addition, a study needs to be undertaken to determine the exact time frame of the impact of restructuring so as to determine the most appropriate time for the next restructuring exercise for optimum implementation. This would enable firms to have time table for subsequent restructurings in advance to avoid time crushes and poor implementations as this gives the firms ample time to prepare in advance for the restructuring. Moreover, a similar study needs to be conducted in a different industry to see the practical applications of the findings in the particular industry

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