



Impact of Organizational Restructuring on Operational Effectiveness of Health Sector in Nigeria; a Study of Rivers State University Teaching Hospital

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Abstract: *The study examined the impact of organizational restructuring on operational effectiveness of health sector in Nigeria; a study of Rivers State university teaching hospital. The study adopted a cross-sectional survey design. The target population for this study was carried out on fifteen (15) departments of Rivers State university teaching hospital in Nigeria and a sample of seventy-five (75) respondents were drawn from the staff of the selected health sector under our study. A self-administered structured questionnaire was used to collect primary data and the data obtained were accordingly analyzed using Spearman Rank Order Correlation Coefficient Statistical Tool to test the hypotheses with the aid of Special Packages for Social Sciences (SPSS) version 20.0. The study ascertained that organizational restructuring has impact on operational effectiveness and its measures – quality, delivery speed and operational cost. Hence, the success of Rivers State university teaching hospital future effectiveness in operation will to a large extent be liable on the application and implementation of effective organizational restructuring, and the hospitals management ability to maintain and motivate employees on restructuring for business survival and growth.*

Keywords: *organizational restructuring, operational effectiveness, quality, delivery speed, operational cost*

1.0 INTRODUCTION

The increase in global competitiveness, together with advances in technology and on-going changes in the environment, requires organizations to continuously adapt and be willing to change their structures, strategies, methods and practices to remain competitive. Many organizations operate in unprecedented environment with a number of dynamics like advanced technology. One of such strategy that most organizations adopt to remain competitive is organizational restructuring strategy to achieve their goals and cope with changing

environment (Anderson, 2010). The notion of organizational restructuring is to facilitate the continuation of the functioning of an organization.

Organizational restructuring is becoming a main form of management in the world today. Various numbers of organizations in the world have reorganized their divisions, assets and levelling off of their activities and the divisions would lead to an increase in corporate performance (Bowman & Singh, 2013). Restructuring refers to the alteration of the structure of an organization's business and financial structure. Lebens & Euske (2012) notes that the organizations that have undergone restructuring in an effective manner will be theoretically more efficient organized and focused in the achievement of a strategic financial plan.

Since the World Health Organization (WHO) declared COVID-19 a world pandemic in March 2020, the virus continues to spread in different parts of the world as governments continue to put in place measures to contain the pandemic (World Health Organization, 2020). The health sector which is the epicentre of dealing with the virus has been the worst affected. The health systems, in many countries are overstretched as cases continue to rise (World Health Organization 2020). Even High-Income Countries have not been spared by the impact of COVID-19 especially in the health system. These emphasize the need to have well equipped diagnostic laboratories, trained diagnosticians and public health measures to forestall the occurrence of COVID-19 epidemic in Nigeria.

A prominent view of organization structures suggest that structures follow strategy, as structural designs pulls together key activities and resources of the firm implying that successful strategy implementation depend largely on a firm's primary organization structure (Aniboka, 2012). For the restructuring firm, the structure helps it to identify key activities and how they will be coordinated in order to achieve strategic purposes and hence improve its performance. The reasons as to why the health sector opts for restructuring are notably to become leaner, more efficient, better organized and focused on its core business with a revised strategic and financial plan. Restructuring also helped the health sector to streamline cost, increase productivity and revenues, improve employees' welfare, enhance efficiency and improve performance (Aniboka, 2012). There were none or few studies on organization restructuring and related to operational effectiveness in Nigeria more specifically in the health sector. The researcher sought to address the knowledge gap on organizational restructuring in the health sector. This paper focuses on the impact of organizational restructuring and operational effectiveness on health sector in Nigeria.

2. Literature Review

2.1 Theoretical Implication

Resource Based View Theory

Resource based view theory was advocated by Barney's 1991. It provides emphasis that the resources internal to an organization can attain a sustainable competitive advantage within its respective markets (Barney & Clark, 2007). The resource based view (RBV) approach to competitive advantage contends that internal resources are more important for a firm than external factors in achieving and sustaining competitive advantage (Teece & Shuen, 2001). The organization's resources can be restructured in order to meet the company's competitive

advantage. The capabilities existent within the organization is what leads to the organization making strategic decisions that is able to satisfy the company's external environment.

2.2 Concept of Organizational Restructuring

Organizational restructuring has become the predominant reaction to global competition, low productivity, and increasing labour costs. Economic recessionary pressures have forced organizations and businesses to restructure and reorganize their operations in an attempt to retain a profitable bottom line and to increase competitiveness. Kratochvilova (2001) defines restructuring as a change of a particular economic area structure, change of production programs and enterprising activities. Norley, Swanson & Marshall, (2003) defines restructuring as the act of reorganizing the legal, ownership, operational or other structures of a company for the purpose of making it more profitable and better organized for its present needs. Alternate reasons for restructuring include a change of ownership or ownership structure, demerger, a response to a crisis or major change in the business such as bankruptcy, repositioning or buyout. The process of reorganization of a firm will depend on various elements such as the company's position in terms of its competitiveness, the survival of a company within a particular economic climate and the self-confidence of the organization in heading towards a particular direction (Koplan, Steven & Morgan, 2011). Norley *et al.* (2003) noted that a company that has been restructured effectively will theoretically be leaner, more efficient, better organized and focused on its core business with a revised strategic and financial plan.

2.3 Operational Effectiveness

An increasing number of factors prompt organizations to operate more efficiently and to enable them carry out effective operational processes (Hill, 2000; Slack, Chambers, & Johnston, 2004) cited in (Ihunwo & Opara, 2021). This encompasses, the need to deliver value adding products or services of unique quality, on time, at a competitive price. Thus, organizations attempting to meet these objectives need to pay attention to their operational effectiveness as this is a primary driver of business performance in order to remain competitive (Wheelwright and Bowen, 1996; Ben-Rajeb, Morel-Guimaraes, Boly & Assielou, 2008; Slack *et al.*, 2010).

Operational effectiveness refers to the ability to establish processes, based on core capabilities within the organizations that encourage them to exceed customer's expectations (Porter, 1996; Evans & Lindsay, 2011). Operational effectiveness involves improving process performance by leading and controlling the processes within the firm as well as measuring and improving the processes. A better use of resources through these core processes enables the organization to eliminate waste, adapt more appropriate technology and therefore perform better than competitors (Porter, 1996).

2.3.1 Quality Service

Quality service has emerged as strategic entity making organizational restructuring a necessity for overall operational effectiveness and global competence (Desai, 2008). Although the term quality is quite widely used by practitioners and academics, there is no generally agreed definition of it, since different definitions of quality are appropriate under different circumstances. There are different definitions of quality portrayed by authors to fit different circumstances (Reeves & Bednar, 1994; Corbett, 2008). A widely used definition of quality was

introduced by Juran (1951) and Juran and Godfrey (1999) which meets all the previous conditions, where quality is defined as fitness for use.

2.3.2 Delivery Speed

It is important for businesses in the current competitive environment to understand the value of their customers, as they are important to the business future growth. This should motivate organizations to find ways to capture, attract and maintain their customer's loyalty. Organizations should understand the wants and needs of their target market and make sure that the delivery of these wants and needs is in an efficient and effective manner so as to satisfy the customer in the target market (Maxhand & Plowman, 2012). Improving on speed boosts an organization to be able to shorten the time between the service request and delivery of the service, with the frequency and at the times requested by customers (Hill, 2005).

2.3.3 Operational Cost

Creating competitive advantage is not achieved instantaneously; hence an organization becomes advantageous in the market by outshining on some of the objectives and being competitive (Wheelwright & Bowen, 1996). Organizations need to identify the inadequacies and waste in practices such as procurement, product or service design, and the performance of staff to enhancing cost performance (Russell & Taylor, 2008). An appropriate disaggregation of the cost components impacting on the total cost performance of an organization gives the opportunity to identify the areas for improvement (Slack *et al.*, 2004).

2.4 Conceptual Framework

This study conceptual framework consists of organizational restructuring (independent variable). While dependent variable is operational effectiveness, which is made up of quality, delivery speed and operational cost as the measures

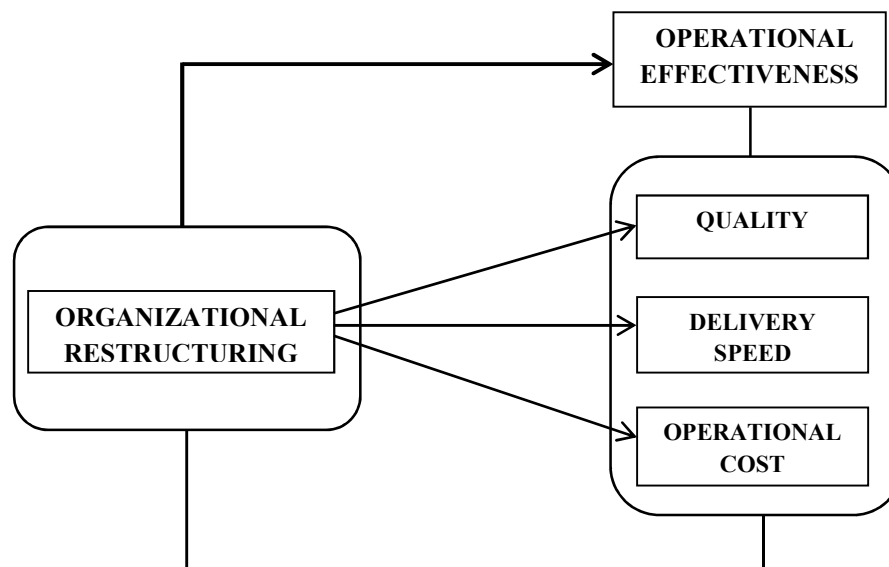


Figure 1: Conceptual Framework of Organizational Restructuring and Operational Effectiveness

Source: Researcher's Review of Relevant Literature (2020)

2.5 Organizational Restructuring and Operational Effectiveness

Companies and economies are restructuring to achieve a higher level of performance or to survive when the given structure becomes dysfunctional. The word “structure” used in an economic context implies a specific, stable relationship among the key elements of a particular function or process (Sander *et al*, 1996). It is not simply an organization chart. Structure is all the people, positions, procedures, culture, technology and related elements that comprise the organization. This structure defines the constraints under which institutions function in their day-to-day operations and their pursuit of better economic performance. Restructuring can therefore be interpreted as the attempt to change the structure of an institution in order to relax some or all of the short-run constraints. Restructuring enhances the prospects for improved performance for firms via strategic reorientation, organizational configuration and governance structure adjustment.

Gibbs (2007) defines restructuring as a change in the operational structure, investment structure, financing structure and governance structure of a company. Similarly, technological advances, stiff competition, increased managerial difficulties and shareholders demand increases performance pressures on firm’s managerial teams and have also contributed to restructuring (Euske *et al*, 2006). According to Bowman & Singh (1999) restructuring activities can be classified into three major categories that is financial restructuring, organizational restructuring and portfolio restructuring. McKinley & Scherer (2000) defined organizational restructuring as any major reconfiguration of the internal administrative structure that is associated with an intentional change management program. Organizational restructuring involves significant changes in the organizational structure of the firm, including redrawing of divisional boundaries, flattening of hierarchic levels, spreading of the span of control, reducing product diversification, revising compensation, reforming corporate governance and downsizing employment. Organizational restructuring contributes to easing firms’ performance by streamlining cost, improving welfare of employees, increasing revenues and productivity, enhancing operations efficiency and increasing shareholders’ (Lal *et al*, 2013). 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. Oyedijo (2012) conducted a study to establish the effects of asset divestment strategy on performance of Nigerian corporate firms. The results of the study revealed a positive correlation between performance of firms and asset divestment. A study by Amboka (2012) that focused on organizational restructuring as a strategic performance approach adopted by Safaricom Limited focused on products and service differentiation by the firm. The findings of the study revealed that the restructuring process in products and services line contributed to considerable performance of the firm.

Based on the above discussion, determining the relationship between organizational restructuring and operational effectiveness, we therefore hypothesize the following:

Ho₁: Organizational restructuring has no significant relationship with quality.

Ho₂: Organizational restructuring has no significant relationship with delivery speed.

Ho₃: Organizational restructuring has no significant relationship with operational cost

3. Methodology

This study adopted a cross-sectional survey and a correlation investigation to establish the impact of organizational restructuring and operational effectiveness of health sector in Nigeria; a study of Rivers State university teaching hospital. The target population for this study was carried out on fifteen (15) departments of Rivers State university teaching hospital in Nigeria (medicine, paediatrics, laboratories, radiology, family medicine, obstetrics & gynaecology, anaesthesia, surgery, chemical pathology, haematology & blood transfusion, anatomical pathology, ophthalmology, accident and emergency. pharmacy and general administration) listed in the Rivers State university teaching hospital Facts Book of 2018 and a sample of seventy-five (75) respondents were drawn from the staff of the selected health sector under our study. A structured questionnaire was used to collect primary data; and the questionnaire was designed in Likert scale five point form- ranging from Strongly Disagree (SD) to Strongly Agree (SA). The testing of hypotheses was done using Spearman Rank Order Correlation Coefficient (rho) with the statistical package for social sciences software SPSS version 20.0; frequencies were computed to show the sample characteristics.

3.1 Reliability

The study tested for reliability at the verge of validating the factors in the context proposed. The reliability of the research instrument was tested using the Cronbach's Alpha threshold of 0.7.

Table 1: Result of Reliability Analysis

VARIABLE	CRONBACH'S ALPHA
Organizational Restructuring	0.766
Quality	0.768
Delivery Speed	0.738
Operational Cost	0.769

Source: SPSS 20.0 Output (based on 2021 field survey data)

As can be seen in Table 1; the result of the reliability test revealed that all the scores of the variables satisfied the standard Cronbach's Alpha threshold of 0.7.

3.2. Descriptive Statistics

The descriptive analysis of sales integration is expressed in five items questions.

Table 2: Descriptive Statistics on Items of Organizational Restructuring

Questionnaire items	Sum	Mean	Std. Deviation	Remark
Organizational restructuring has affected effectiveness in our operations	277	3.69	1.230	Agree
Organizational restructuring is a key in driving long-term operation effectiveness	303	4.04	1.179	Agree
In our organization restructuring has affected relevance skill that are required in our service delivery	298	3.97	1.065	Agree
In our organization restructuring has affected efficiency in our operations	313	4.17	.950	Agree
restructuring brings the relevant knowledge of the organization and its environment that is needed to make informed decisions	339	4.52	1.095	Agree
Grand Mean		4.16		Agree

Source: SPSS 20.0 Output (based on 2021 field survey data)

The information in table 2 shows the descriptive statistics on items of organizational restructuring. Specifically, the table revealed that: Organizational restructuring has affected effectiveness in our operations had a mean of 3.89 and a standard deviation of 1.230. Organizational restructuring is a key in driving long-term operation effectiveness had a mean of 4.04 and a standard deviation of 1.179. In our organization restructuring has affected relevance skills that are required in our service delivery had a mean of 3.97 and a standard deviation of 1.065. In our organization restructuring has affected efficiency in our operations had a mean of 4.17 and standard deviation of 0.960. Restructuring brings the relevant knowledge of the organization and its environment that is needed to make informed decisions had a mean of 4.52 and standard deviation of 1.095. The mean values of all the variables are greater than (>) 3 (the required average of a five point likert scale), as such, the researcher upheld the prevalence of the study variables.

Table 3: Descriptive Statistics on Quality in the Rivers State University Health Sector in Rivers Sate, Nigeria (n=75)

Questionnaire items	Sum	Mean	Std. Deviation	Remark
Our organization sales products and offers services which conforms to customer specifications.	302	4.03	1.241	Agree
Our organization produces products of high aesthetic value.	290	3.87	1.155	Agree
Our organization offers services which conform to customer specifications.	313	4.17	.935	Agree
Our organization offers services which are of high level of reliability to the users.	335	4.47	.935	Agree
Our organization employees are skilled and qualified personnel	344	4.59	.824	Agree
Grand Mean		4.23		Agree

Source: SPSS 20.0 Output (based on 2021 field survey data)

The information in table 3 shows the descriptive statistics on items of Quality. Specifically, the table revealed that: Our organization sales products and offers service which conforms to customer specifications had a mean of 4.03 and a standard deviation of 1.241. Our organization produces products of high aesthetic value had a mean of 3.87 and a standard deviation of 1.155. Our organization offers services which conform to customer specifications had a mean of 4.17 and a standard deviation of 0.935. Our organization offers services which are of high level of reliability to the users had a mean of 4.47 and standard deviation of 0.935. Our organization employees are skilled and qualified personnel had a mean of 4.59 and standard deviation of 0.824. The mean values of all the variables are greater than (>) 3 (the required average of a five point likert scale), as such, the researcher upheld the prevalence of the study variables.

Table 4: Descriptive Statistics on Delivery Speed in the Rivers State University Health Sector in Rivers Sate, Nigeria (n=75)

Questionnaire items	Sum	Mean	Std. Deviation	Remark
Our organization adopts to shorter delivery schedules given by the customers and works on delivering within the given timelines	291	3.88	1.252	Agree
Our employees are never too busy to respond to customer requests.	297	3.96	1.045	Agree
Our organization adheres to customer promised delivery times.	308	4.11	1.073	Agree
Our organization uses proper queue management system to serve customers at the reception to minimize waiting time.	339	4.52	.950	Agree
Our organization ensures that it replaces all faulty equipment in time	343	4.57	.857	Agree
Grand Mean		4.21		Agree

Source: SPSS 20.0 Output (based on 2021 field survey data)

The information in table 4 shows the descriptive statistics on items of Delivery Speed. Specifically, the table revealed that: Our organization adopts to shorter delivery schedules given by the customers and works on delivering within the given timelines had a mean of 3.88 and a standard deviation of 1.252. Our employees are never too busy to respond to customer requests had a mean of 3.96 and a standard deviation of 1.045. Our organization adheres to customer promised delivery times had a mean of 4.11 and a standard deviation of 1.073. Our organization uses proper queue management system to serve customers at the reception to minimize waiting time had a mean of 4.52 and standard deviation of 0.950. Our organization ensures that it replaces all faulty equipment in time had a mean of 4.57 and standard deviation of 0.857. The mean values of all the variables are greater than (>) 3 (the required average of a five point likert scale), as such, the researcher upheld the prevalence of the study variables.

Table 5: Descriptive statistics on Operational Cost in the Rivers State University Health Sector in Rivers State, Nigeria (n=75)

Questionnaire items	Sum	Mean	Std. Deviation	Remark
Our organization applies low cost of service without compromising the quality	301	4.01	1.225	Agree
Our organization applies the philosophy of “do it right the first time” to reduce repeat job costs	293	3.91	1.093	Agree
Our organization applies continuous improvement practices aimed at minimizing operational cost	313	4.17	1.045	Agree
Our organization reduces the wasteful use of resources to minimize cost	337	4.49	.891	Agree
Our employees are competent enough to reduce the direct labour cost	346	4.61	.804	Agree
Grand Mean		4.24		Agree

Source: SPSS 20.0 Output (based on 2021 field survey data)

The information in table 5 shows the descriptive statistics on items of Operational Cost. Specifically, the table revealed that: Our organization applies low cost of service without compromising the quality had a mean of 4.01 and a standard deviation of 1.225. Our organization applies the philosophy of “do it right the first time” to reduce repeat job costs had a mean of 3.91 and a standard deviation of 1.093. Our organization applies continuous improvement practices aimed at minimizing operational cost had a mean of 4.17 and a standard deviation of 1.045. Our organization reduces the wasteful use of resources to minimize cost had a mean of 4.49 and standard deviation of 0.891. Our employees are competent enough to reduce the direct labour cost had a mean of 4.61 and standard deviation of 0.804. The mean values of all the variables are greater than (>) 3 (the required average of a five point likert scale), as such, the researcher upheld the prevalence of the study variables.

4. Test of Hypotheses

This section of the work shows a summary of the result of the test of hypotheses. The test statistics used in testing the hypotheses is the Spearman Rank Order Correlation Coefficient (rho). All the analyses were carried out using the Statistical Package for Social Sciences (SPSS) version 20.0.

Ho₁: Organizational restructuring has no significant relationship with quality.

Ho₂: Organizational restructuring has no significant relationship with delivery speed.

Ho₃: Organizational restructuring has no significant relationship with operational cost

Table 6: Correlation Matrix showing the Magnitude of Relationship between Organizational Restructuring and the Measures of Operational Effectiveness

Correlations

Type	Variables1	Statistics	Organizational Restructuring	Quality	Delivery Speed	Operational Cost
Spearman's rho	Organizational Restructuring	Correlation Coefficient	1.000	.681**	.595**	.665**
		Sig. (2-tailed)	.	.000	.000	.000
		N	75	75	75	75
	Quality	Correlation Coefficient		1.000	.742**	.678**
		Sig. (2-tailed)		.	.000	.000
		N		75	75	75
	Delivery Speed	Correlation Coefficient			1.000	.672**
		Sig. (2-tailed)			.	.000
		N			75	75
	Operational Cost	Correlation Coefficient				1.000
		Sig. (2-tailed)				.
		N				75

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

Table 6 above shows the SPSS output result of the Spearman Rank Order Correlation Coefficient. From the findings, it was clear that there was a positive correlation between organizational restructuring and quality as shown by a correlation figure of 0.681, it was also clear that there was a positive correlation between organizational restructuring and delivery speed with a correlation figure of 0.595 and there was also a positive correlation between organizational restructuring and operational cost with a correlation value of 0.665. This shows that there was a positive correlation between organizational restructuring and quality, delivery speed and operational cost. The probability/significant value are 0.000, hence the researcher rejects the null hypothesis and the alternate is accepted.

5. Discussion

This study examined the impact of organizational restructuring on operational effectiveness in the Rivers State university teaching hospital. It specifically investigated the impact of organizational restructuring on quality, delivery speed and operational cost. It was hypothesized that there is no relationship between organizational restructuring and measures of operational effectiveness which include quality, delivery speed and operational cost. As can be seen, the result from Spearman Rank Order analysis shows that a significant relationship exist between them. A majority of the respondents are of the opinion that a strong and positive relationship exists between organizational restructuring and measures of operational effectiveness. Based on that, the null hypotheses (Ho) was rejected and the alternate hypotheses (HA) were accepted. The findings of this study is in line with the views of Lebars and Euske (2012) notes that the organizations that have undergone restructuring in an effective manner will be theoretically more efficient organized and focused in the achievement of a strategic financial plan. According to Lal, Pitt and Beloucif (2013), the act of restructuring has been applied by managers in several companies in order to level off costs, increases in

productivity and revenues and an improvement in the welfare of employees, a rise in the wealth of shareholders will lead to an enhanced efficiency and an improvement in performance levels. Restructuring is an important strategy that organizations implement to make sure that they do not lose their relevance within the business world. Restructuring an organization becomes necessary whenever there has been significant growth and the current organizational structure is not able to ensure efficient management of the organization.

6. Conclusion

This study has ascertained that organizational restructuring has impact on operational effectiveness and its measures – quality, delivery speed and operational cost. Hence, the success of Rivers State university teaching hospital future effectiveness in operation will to a large extent be liable on the application and implementation of effective organizational restructuring in the Rivers State university teaching hospital, and the firm's management ability to maintain and motivate employees on restructuring for business survival and growth. Additionally, Rivers State university teaching hospital should establish better coordination between the departments which will ensure that quality is upheld and that the departments are working together towards a common goal. This will ensure that fragmentation within the organization is avoided and the activities in the different departments are in sync. Finally it will inspire more methodical undertakings to carry out theory driven empirical research and help in advancement of our understanding of restructuring organization.

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