

UNIVERSITY OF GHANA

**ASSESSING THE ORIGIN, IMPACT, AND CHALLENGES OF ORGANIZATIONAL
RESTRUCTURING PROGRAM AT THE VOLTA RIVER AUTHORITY (VRA)**

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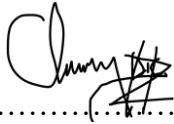
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**A THESIS SUBMITTED TO THE DEPARTMENT OF PUBLIC
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DEGREE**

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DECLARATION

I, CHARLES KWABLA DELA DAGEDZIE declare that apart from the works cited which are references have been duly acknowledged, this thesis has been the after effect of my own original research work, at the Department of Public Administration and Health Services Management. No part has been submitted to an institution for any other degree.



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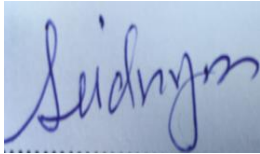
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CERTIFICATION

I hereby certify that this thesis was supervised in accordance with the procedures laid down by the University.



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DEDICATION

This work is dedicated to my lovely wife, Shirley and son's Dzifa, Dledem, Delasi and Delana for their support and encouragement.

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All that starts well in God's name shall surely end well. First and foremost, I dedicate and give thanks to Jehovah for seeing me through this study. To Dr. Emmanuel Yakubu Mahama Seidu and Dr. Thomas Buabeng, thank you for your direction, criticisms, support, and your immense contribution towards this thesis. Their guidance made it possible for me to write this thesis.

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LIST OF ABBREVIATION

ACEP	Africa Centre for Energy Policy
ADB	Agriculture Development Bank
BSC	Balance Score Card
COCOBOD	Ghana Cocoa Board
DVLA	Drivers and License Authority
ECA	Economic Commission of Africa
ERP	Economic Recovery Program
ESLA	Energy Sector Levy Act
EU	European Union
FRP	Financial Recovery Program

GSA	Ghana Standard Authority
HRD	Human Resource Department
ICT	Information Communication Technology
IPP	Independent Power Producers IMF
	International Monetary Found
LBO	Leverage Buyouts
LPG	Liquefied Petroleum Gas
MBO	Management Buyouts
MOEn	Ministry of Energy
MOF	Ministry of Finance
NEDCo	Northern Electricity Company
PURC	Public Utility Regulatory Commission SBU Strategic Business Unit
SOE	State Owned Enterprise
VRA	Volta River Authority
VRD	Volta River Development ABSTRACT

The study aims to assess the origin, impact, and challenges of the organizational restructuring program at the Volta River Authority (VRA). A qualitative case study was employed to achieve the objectives of the studies. In all fifteen (15) participants were chosen and interviewed purposely using one-on-one in-depth interview techniques. To analyze the study results, both interpretive analyzes and secondary data from the literature review were used. Analysis of data collected revealed that VRA had a well-crafted policy stating the strategies and means of deploying them. Furthermore, it found that financial constraint, political interference, lack of coordination among stakeholders, and lack of buy-in by employees were challenges that affected the implementation

of a restructuring program. It was also evident that, management of VRA employed strategies such as financial, portfolio, and organizational restructuring in enhancing its performance. The study concludes that inadequate financial resources and political interferences coupled with a lack of employee buy-in can impede policy implementation. It is consequently suggested that to achieve effective restructuring implementation, there should be reliable financial resource allocation, effective stakeholder coordination, political and administrative collaboration, and employee buyin for effective restructuring program.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

The study examines the origins, impact, and challenge of the restructuring program at the Volta River Authority (VRA). The chapter introduces the study and it is as follows: background to study, statement of the problem, research objectives, and questions. The last two sections of the chapter discusses the significance, scope, and limitations of the study.

1.1 Background of the Study

In the last three decades, public sector reforms have attracted policymakers, practitioners, and academia, this has generated a lot of debate about the best course of action to reform. Governments around the world view public sector reforms as a means of restructuring public organizations to reduce operational cost, improving revenue and efficiency. Restructuring involves changes in the structure, culture, functions, and processes of public sector organizations (Alawattage et al., 2007; Larbi, 1999).

Most public sectors around the world grew astronomically between 1945 to the 1980s (Bangura, 2000), this resulted in economic growth, however, the function of government to allocate, redistribute and regulate these public sector institutions became difficult.

In Ghana, the expansion of the public sector reached a level that the government couldn't maintain and regulate its activities, this resulted in issues of inefficiency and corruption which became central to its operations. The public sector that was seen as an embodiment of unity and promotion of national development, macroeconomic stability, and redistribution of wealth was seen as weak (Bangura, 2000).

Despite the above, the importance of the public sector cannot be overstated, since it is the pivot and the fulcrum on which socio-economic development depends. The public sector provides services to enhance the social and economic well-being of citizens as well as create a favorable and enabling atmosphere that encourages development. It is also a well-organized public sector that can promote growth, accountability, and productivity (Banerjee and Chau, 2004). This contention cannot be said for many developing economies due to countless problems such as neglect and inefficient managerial systems within the public sector (Uddin, 2003; Rahaman & Lawrence, 2001).

To remedy this, the government launched reforms under a distinct brand aimed at restructuring sections of the public sector. Reform in the public sector can be said to be the thoughtful method of re-organizing the structures and procedures of public bureaucracy and the alteration in the attitudes and behavior of persons in the public sector to ensure productivity and efficacy (Aye, 2001).

These reforms comprise of activities aimed at bringing changes and innovations to deliberately put institutions on a sound pedestal such that they can be productive in the rendering of services to ensure equality, justice, and economic development (Othemeng & Anebo, 2012). Public sector reforms involve activities aimed at making government extra responsive, organized, truthful, and affordable and to bring it closer to those it envisages to serve (Rao, 2013).

Ghana started its public sector reforms as far back as 1949 with the implementation of Saloway Committee on Africanization, the aim of that reforms was to Africanize the public sector. According to Aryee (2018), before the independence of Ghana, top positions in the civil services were the preserve of the British whiles Ghanaians occupied the lower ranks. Aryee (2018), further explained that there was no attempt by the British to train and orient Ghanaians into public

administrative machinery, therefore the need for the Nkrumah led government to continue the Africanization of the civil services. Post Nkrumah led reforms were based on the recommendation from commissions and committee of enquiries and not donor-driven (Aryee, 2018).

According to Aryee (2018), structural adjustment in the public sector reforms was initiated during the Economic Recovery Programs (ERP) in 1984. This was under the supervision World Bank (WB) and the International Monetary fund (IMF). The aim was to restructure the activities of the public sector.

Public sector restructuring is a very sensitive issue regarding costs, benefits, challenges, and prospects. The organizational restructuring has gradually become one of the major activities undertaken by governments globally. Several public organizations worldwide have restructured their operations, assets, and human resources in an attempt to make them competitive in the face of global and technological trends with the idea of stimulating performance.

Restructuring is a strategy employed to deal with poor performance, a chance for public sector organizations to adopt new strategies, for financial credibility, productivity, efficiency, and effectiveness.

Some of the reasons organizations undergo restructuring are: a) promotion of growth and competitiveness; b) provision of social equity for all the members of society; c) ensuring sustainable interactions with the natural environment; c) ensure efficiency and productivity (Grove, 1994).

In Ghana, many organizations in the public sector have undergone various forms of reforms, according to Ayee (2001) these reforms were aimed to eliminate constraints which have hampered the ability of the civil services to function as progress and change agent.

Ayee (2001), further concur that the objectives of these reforms were to restructure the public sector in such a way as to make it more productive, effective and efficient, and strengthen its capacity for the implementation of development programs. In other words, the reforms were to contribute to improving the managerial resources in the public sector.

It is clear that no nation can achieve significant progress towards development without meritorious, professional, and efficient public services that deliver value for money services (Aryee, 2018).

One of the challenges confronted by governments around the world is how to revitalize and make the public sector productive, efficient, and effective in response to the needs of its citizens. One of the ways lies in the restructuring of departments under public sector institutions to reposition them to perform their roles.

Restructuring is usually associated with many issues such as the best course of action to take, policy direction, strategy deployment, and implementation challenges. The key objectives for the introduction of public sector reforms were to improve service delivery to strengthen the public services, however, because of certain negative practices, this cannot be said to be true (Afegbua & Ejalonibu, 2015).

According to Bowman & Singh, (2013) organizational restructuring can affect an organization's monetary value. Giving rise in competition amongst industrial players, rapid developments in technology, the demanding posture of business owners, and growing struggle within the business environment all over the world have given rise to the burden on organization's management to first-class performance and to deliver worth for its shareholders (Lebas & Euske, 2002).

Markos and Sridevi (2010) are of the view that more efficiency and productivity are being demanded nowadays than previously, therefore, organizations are making effort to upsurge their

performance to deal with issues associated with efficiency and productivity to achieve competitive urge.

Restructuring is aimed at changing the organizational structures in the quest for a strategy that is long term. The restructuring may arise as a result of changes in the ownership or structure of ownership in reaction to a crisis or major changes in an organization such as insolvency, new regulation within the industry, government legislation, repositioning, or buyout.

Accordingly, Anderson & Anderson (2001) concur that organizational restructuring is often set in motion when there are certain indicators in the organization's environment that precipitate it. When this happens managers initiate reforms aimed at restructuring its activities. This study defines restructuring as the alteration in the structures of operations, structures of investment, structures of financing, structures of governance, and legal structure of an organization. Organizational restructuring is aimed at transforming an organization into an efficient, effective, and productive one.

Researchers such as Heugens and Schenk (2004) and Bowman and Singh (2013) pointed out three types of organizational restructuring these are financial, portfolio, and organizational restructuring. Public sector organizations around the globe have undergone restructuring with the aim of; a) promoting growth and competitiveness; b) to provide social equity for all the members of the societies; c) to ensure sustainable interactions with the natural environment; c) to ensure efficiency and productivity (Grove, 1994).

According to Tovazhnyanskiy (2010) from a scientific point of view restructuring is one of the ways of improving public sector performance. This implies that restructuring of the public sector is very important in transforming its functions. Ehiyamen (2017) agrees that restructuring has now become an agenda for third world countries public sector, of which Ghana is part.

Over the years a lot of organizations within the public services of Ghana have restructured, for example, in Education, Health, Energy, Water and Sanitation, and of recent Banking, Mining, Passport Division of Ministry of Foreign Affairs, and Driver and License Authority (DVLA). This is aimed at enhancing their performance efficiently and effectively.

VRA a public sector organization, under the Ministry of Energy (MOEn) has also been implementing a restructuring program as part of power sector reforms aimed at addressing concerns of performances. VRA is a state institution with the mandate of generating electricity to power the economy and also power households of Ghana.

1.2 Statement of the Problem

Several organizations around the world have undergone or are undergoing restructuring to make them viable, competitive, efficient, and productive. According to Rainy, Musah, and Odera (2012), the increasing turbulence in the sociopolitical and economic sectors around the world, has also increased pressures on governments to improve the operations of these organizations to keep up with performance in the provision of effective and efficient services delivery. Studies by Ithiri (2013) and Olufemi & Akaiighe (2015) also buttress the need for restructuring when public sector organizations are under pressure to improve performances.

Studies on the impact of the restructuring of the public organization showed significant performance in its financial and non-financial indicators (Ismail, & Annis, 2010; Jin, Dehuan, & Zhigang, 2005; Roseline & Mathur, 2011). Despite the contributions of public sector organizations to the economic development of Ghana, it is generally agreed that their performances started declining in the early 1980s (Ayee, 2001). During this time productivity declined and there was slow delivery of services and lack of accountability on the part of public officials resulting in citizens calling for better services.

In Ghana, under the public sector restructuring program, various organizations have undergone various stages of restructuring. For example, organizations such as the Ministry of Education, Ghana Education Services, Ministry of Health, Ghana Health Services, and the Driver and Vehicle License Authority (DVLA), among others have gone through some form of restructuring. Accordingly, this has brought appreciable improvements in the performances of these organizations.

Furthermore, restructuring of COCOBOD in the 1990s and 2000s indicates that it led to more efficient public institutions (Essegbey & Ofori-Gyamfi, 2012). This indicates that restructuring can make public institutions efficient, effective, and productive.

In the past few years, VRA has been going through financial, structural, and operational challenges that have negatively impacted its performance. As a result of that VRA, since 2009 started a restructuring program under the power sector reforms. The main aim of the restructuring program is to strengthen its financial capacity, improve generational capacity, improve the quality of the human resource, and transformation of the various department into limited liability companies in the face of stiff competition from independent power producers (IPPD).

The public sector reforms in Ghana are underpinned by political, socio-economic, and legal policies and global events to meet its national development aspirations. Over the year's institutions that have undergone or undergoing these reforms are under pressure to show evidence whether or not reforms has contributed and impacted positively on national development.

There is no denying that the high levels of efficiency and effectiveness that are characterized by organizations in the private sector are lacked in some public organizations.

Furthermore, close to a decade since the VRA began the implementation of restructuring there has not been an empirical study to assess the impact of the restructuring program. These among other

reasons warrant the need for assessing the origins, impact, and challenges of the organizational restructuring program at VRA.

1.2 Aims of the Study

This study aims to assess the origins, impact, and challenges of organizational restructuring program at the VRA.

1.3 Specific Objectives

1. Examine the origin of the organizational restructuring program of VRA.
2. Assess the impact of the restructuring program at VRA.
3. Identify the challenges of the organizational restructuring program at VRA.
4. Examine the strategies or steps put in place to implement the organizational restructuring of VRA.

1.4 Research Question

The research questions that guided the study includes the following:

1. What are the origins of the restructuring program at VRA?
2. What are the impacts of the restructuring program on VRA?
3. What are the challenges of the restructuring program at VRA?
4. What are the strategies or steps put in place by VRA to implement the organizational restructuring program?

1.5 Significance of the Study

Past studies have shown that the government of Ghana has implemented several public sector reforms aimed at reinvigorating efficiency and productivity as well as improve service delivery. Despite this, some public sector organizations are not able to meet this requirement. Therefore findings from the study will result in the following significance; the study will help VRA and other institutions in the energy-generating industry develop programs on how to restructure their finances, portfolios, mix and operation. By conducting this study, results from it will give more insight into restructuring in Ghana and also highlight some issues that can promote or retard the public sector restructuring program.

The study will also reveal challenges confronted by employee and management staff during organizational restructuring processes. It will afford industrial players an opportunity of identifying the benefits derived from organizational restructuring and also provide some useful guidelines for adopting and integrating into restructuring when they are faced with inefficiencies. The study will also bring to bear how an organizational restructuring program impacts the performances of an organization in terms of its financial and non-financial performances. The study is also of practical relevance to managers of public sector organizations as it underscores factors that have to be considered during restructuring in general. The awareness of policymakers and implementers of the predictive impact and challenges of the will go a long way to broaden the understandings of management practitioners in making an informed decision regarding restricting in the public sector.

Finally, the study will benefit immensely academicians and researchers in the field of policy implementation and organizational restructuring as it adds to the literature.

1.6 Scope and Limitations of the Study

This study was limited to assessing the origins, impact, and challenges of organizational restructuring program at the VRA. The rationale for using VRA emanated from the fact that it is implementing a restructuring program aimed at improving its efficiencies thereby enhancing its productivity and competitiveness. Furthermore, the restructuring program was aimed at providing efficient and effective service delivery as a public organization. Therefore, the generalization of the finding of the study across organizations would not be possible. However, institutions that have similar challenges and dynamics can profit from this study.

1.7 Chapter Organization

The research is organized into five chapters. Chapter one has introduced the research background and highlighted the study objectives and questions, the significance of the research., problem statement, scope, and the limitations of the study. Chapter two presents the literature review, where relevant theory and empirical literature were reviewed and discussed on the phenomenon under study. Chapter three gives a detailed account of the procedure and instrumentation for collecting data. The fourth chapter is dedicated to data analysis, presentation, and discussion of data from the field. Finally, chapter five also consisted of the summary of the findings, conclusions as well as recommendations that were drawn from the analysis of the research data and the study as a whole.

CHAPTER TWO

THEORETICAL FRAMEWORK AND LITERATURE REVIEW

2.0 Introduction

This chapter reviews scholarly works associated with restructuring. It includes a theoretical and empirical review of the literature. This chapter ensures that the reviewed literature was significant to the origins, impact, and challenges of the organizational restructuring program at VRA.

2.1 Theoretical Review

The framework underpinning the study is presented in this section. There are several theories, for example, agency and stakeholder theory, organizational theory, and others that underline the study of restructuring of organizations. However, the institutional theory was adopted to explicate the origins, impact, and challenges of the organizational restructuring program.

The institutional theory contends that institutions are social structures with norms and expectations which it must attain (Scott, 2008). The institutional theory looks into the structures of organizations, taking into account how they build these structures taking into account the laws, rules, and norms established as a guide for them to behave to achieve greater competitive advantage (Scott, 1987).

Scott (2008) is of the view that for an organization to survive in a competitive environment, they must conform to established laws, rules, and belief systems that exist in the environment.

Institutional theory has been used by scholars in numerous studies (Bealing, Riordan, & Riordan, 2011; Yarbrah, 2012; Tsai, Wu, & Wang, 2006; Bethel & Liebeskind, 1993). For instance, Yarbrah (2012) employed it to gain an understanding of institutional transformation using the restructuring of Florida A and M University. Bealing et al. (2011) also used institutional theory to gain

understanding in response to external pressure for change, using public universities engaged in major restructuring activities during the mid to late 1990s.

Research in organizational restructuring using institutional theory as the main argument is still incipient, however, in this study, we propose how institutional theory and its ramifications explain organizational restructuring.

Accordingly, institutional theory sees institutions as a very important component of the environment since they exercise constraining influences, this is known as isomorphism. This influence is exercised on individual organizations (Deegan, 2000; DiMaggio & Powell, 1983). These constraints within the environment influence organizations to adopt practices of other organizations that have similar constraints within the environment. Furthermore, institutions serve as regulative, normative, cognitive structures, and actions that provide stability and meaning for social behavior (Scott, 1995).

Another important aspect of the institutional theories is isomorphic pressures. The literature identifies three types of pressures through which isomorphic change processes work: coercive, mimetic, and normative (DiMaggio & Powell, 1983; S. Uddin & Hopper, 2001). DiMaggio & Powell (1983), suggest that the various actors operating in and around organizations can create the institutional pressures that lead individual organizations to adopt specific structures and procedures. For instance, the government and its agencies can be a source of coercive pressures, professional bodies can contribute to the creation of normative pressures and consultants may have an important role in the emergence of mimetic pressures. These explain how organizations embark on the change as explained below.

Coercive pressures involve one organization exerting power and influence over another to force the adoption of preferred structures or institutions, often through political and legal means or by

controlling resource access or other means that seem to be appropriate. Highly dependent, politically vulnerable organizations are particularly susceptible to such pressures (DiMaggio & Powell, 1983). These pressures are often exerted because the beneficiary institutions do not have the needed or required resources to undertake their activities. State institutions are highly affected by these pressures from development partners.

Mimetic pressures center on the influence of “best” or “good” practice on the structural choices that organizations make. This manifests in the tendency some organizations have to emulate or copy what appears to be desirable or accepted practices in the sector or industry they find themselves, even if these have not been proven effective. Organizations dealing with uncertainty are particularly vulnerable, especially when uncertainty clouds the relationship between organizational means and ends, complicating the choice of means (DiMaggio & Powell, 1983).

Normative pressures describe the effect of professional standards and the influence of professional communities on organizational characteristics (Uddin & Hopper, 2001). They are particularly strong where a professional grouping accredits certain practices, establishing them as norms. Usually, regulatory institutions are at the forefront pushing institutions to adopt the standards set by them (regulatory institutions) to ensure that there is some form of coercion and consistency in the activities of these institutions. Industry players hardly resist these pressures as it seems to bring on board new ideas.

The institutional theory takes into account social structure and procedures by which structures, systems, guidelines, standards, and procedures has become recognized as an imposing guideline for organizations (Scott, 1987).

Through a system of guidelines and laws organizations can restructure to modify its structures to become efficient, effective, and productive in meeting its goals and objectives.

Scott (2008), is of the view that for organizations to thrive in a competitive environment, it must conform to dictates such as rules, laws, principles as well as a belief system in the environments it operates. This means that organizations that do not adhere to the dictates of the environments are bound not to be efficient, effective, and competitive.

This study is therefore anchored on the institutional theory that recognizes that institutions must be structured to meet their objectives as established and be competitive in the industry they operate. This implies that restructuring in organizations is aimed at changing its structure, finances, and operations to achieve better and efficient performance (Boateng, et al, 2015).

2.2 Application of the theory

In applying the institutional theory to this study, the roles of other institutions may be deemed to have some level of influence on the activities of VRA. Some of these institutions may be within the country or outside the country. In the case of coercive pressures, the institutions may put pressure on some institutions to change their practices. These pressures may be in the form of monetary assistance or technical assistance in that area of power generation. On the issue of mimicry, the institution may decide to mimic what other countries are doing which seems to be appropriate within that context and may fully apply to the entity involved. The normative pressures come when there is a need to follow some best practices locally or internationally to strengthen the way the organization operates. It could also be in a case of associations where members are required to act in a way that may not contradict what others are doing.

The Volta River Authority is expected to adhere to policy regulations and legislative instruments that established it. For example, VRA has a mandate to only produce electricity however it owns other business portfolio mix that is a drain to its finances.

Currently, VRA undergoing a restructuring program that is very important in the life of every organization, it is aimed at achieving optimal performance and efficiencies in all aspects of its operation. The environments in which VRA operates has determined how it restructures to meet its objective and that of its customer effectively and efficiently.

2.3 Concept of Public Sector Reforms

The concept of public sector reforms is about the consolidation of the way the public sector is managed. The public sector may be overextended and attempting to do too much with too few resources may lead to it being poorly organized; its decision-making processes may be irrational; staff may be mismanaged; accountability may be weak; public programs may be poorly designed and public services poorly delivered. There have been several definitions of public sector reforms. Public service reform is a planned intervention to raise the level of public service performance. Before reforms are undertaken, it must have carefully defined goals and strategies to attain these goals set for them.

Reforms within the public sector organizations have been conceptualized severally in literature. Arguably, Hernes (2005) is of the view that public sector reforms are theorized in unique ways, internal reforms perceived as adopting a fresh strategy across the organization. Furthermore, scholars have tried to give numerous meanings to these reforms. Despite these efforts, there are distinct interpretations of the composition of this reform and what form it should take.

Nonetheless, Pettersen (2001) conceptualizes such reforms as minor changes in organizational activities and changes in the public sector such as control and managerial activities. Thus, public sector reform includes altering the structure of organizations, to enhance the capacity of public sector employee, and altering procedures of these organizations.

In 2009 the European Union (EU) attempted to differentiate an ordinary reform from authentic reform. Accordingly, the EU views authentic reforms as the changes that are quantifiable or improve the interactions of state institutions and citizenry. This means that an authentic reform delivers results that can be quantified and measurable.

Reforms are the expected or anticipated results that enhance the activities of an organization. For example, a reform that brings a change in the manner public sector workers receive salary with no effect on service delivery or in the manner they relate to citizens can't be seen as true reforms. However, the Economic Commission of Africa (ECA) also describes reforms in the public sector as processes and procedures concerned with enhancing institutions' ability to create policies and the delivery of efficient, effective, and responsible services.

Furthermore, Fatile & Adejuwon (2010) conceptualizes these reforms as an organized interference capable of stimulating performance in the public sector. They believe these reforms should have distinct objectives and policies for the realization objectives.

Schacter (2000), views public sector reforms as the strengthening of the public sector is managed. This means that reforms can produce small or large changes in the operations of public sector organizations.

However, Omoyefa (2008) notes that this reform involves overhauling government machinery aimed at introducing efficiency, hard-core skills, and financial pragmatism. The above suggests that there are varied definitions and views of what and what it is not about the public sector reform. This is illustrated by a wealth of public sector reform definitions by both development partners and institutions as well as academic researchers.

Chowdhury & Shil (2017) views public sector reforms as a means of reorganizing public sector organizations to bring their management, reporting, and accounting approaches for enhancing performance and accountability.

Proponents of public sector reforms claim that it brings transparent accountability, enlightened and effective management, and increased returns to the state. Some authors have disputed these claims citing that these reasons may never be materialized (Shahzad Uddin & Tsamenyi, 2005; Wereko, 2009).

From the above assertion, it can be deduced that reforms are made to make public organizations more transparent and accountable to ensure that corruption is eliminated or minimized.

Nevertheless, in all the numerous definitions of public sector reform, the underlying theme or dominant view of public sector reform is the government's attempt to change the old ways of doing things. Changing ways of doing things can result in changing existing governance structures and focus, institutional processes, and/or public sector staff. That is the attempt by national governments aimed at bringing observable changes, efficiency, and improvements in organizations. The fundamental intentions of these reforms are to enhance service delivery through restructuring.

2.4 Meaning and Scope of Organizational Restructuring

According to Bowman and Singh (2013), restructuring is a process of changing an organization's business model. Organizational restructuring is the drastic change by taking out or integrating departments of an organization. This involves rearranging the organization for it to increase its efficiency and profitability (Hane, 2012).

Bowman & Singh (2013) and Hane (2012) concur that the process of restructuring is for the organization to amalgamate its operations to reinforce its position to achieve its goals and remain a viable and prosperous organization.

Norley et al. (2012) defined restructuring as changes in the organization's legal ownership, operations, and systems for it to be lucrative and well placed to meet its current needs. This implies that the legal framework that establishes some organizations can be changed due to new environmental demands or trends.

When there is the need for a strategy aimed at affecting the core structure of an organization then restructuring answers that call, restructuring is the process that can significantly bring this change to an organization to affect its business operations, its management, and financial configuration to address challenges of increasing profitability and efficiency (Lal, Pitt, & Beloucif, 2013). The restructuring includes redundancy or liquidation, restructuring is undertaken to lessen its effects on employees (Cascio, 2012). Restructuring encompasses selling or unification with another organization (Maria, Angel, & Javier, 2015). It can also involve the spinning off some departments of organizations to make them a standalone company (Kim, 2011). Restructuring an organization is used as a strategy to guarantee its sustainability, lasting existence, and profitability of an organization.

Sometimes restructuring is forced by its shareholders or creditor when the organization's present business strategies are inadequate or failing to avert loss to their investments (Lal et al., 2013).

When organizations are faced with threats due to the excessive competition which affects their share of the market and also results in the reduction of their profit margins then it becomes a catalyst for restructuring (Cascio, 2012).

Other factors that can precipitate restructuring include the failure to maintain endowed specialists, major alterations in the environments, and legal requirements that can also impact the organization's business model (Lal et al., 2013).

2.5 Reasons and Scope for Organizational Restructuring

According to Bowman and Singh (2013) restructuring must take into account the arrangement of the organization's actions to achieve its objectives. According to Cascio (2012), these objectives comprises of a systematic redirecting organizations processes; using extra funds from one unit to fund profitable growth in the other; using requirement within the current or future businesses of the organizations' envelopes; reduction of threats to the organization, and developing core competencies.

Wu & Delios (2009), view organization restructuring as a means of improving the competitiveness of an organization and exploiting its impact to meet the objectives of the organization. The goal is to exploit the strategic assets such as goodwill, and exclusivity through licensing to enhance its competitive advantages. This implies that restructuring would help organizations have a competitive edge.

Restructuring doesn't take place because organizations like to. Restructuring takes place when is necessary to meet the current challenges of an organization, this, therefore, means that organizations restructure to meet current trends. Accordingly, Norley, Swanson, and Marshall, (2012) cost-saving and higher value as two mantras that get emphasized in a highly competitive world. Wu and Delios (2009) agree that global competition drives people to think immense and makes them fit to face global challenges. In other words, global competition drives organizations to become fit globally. For organizations to become fit in a competitive environment, they engage in restructuring.

Restructuring can be implemented when organizations strive to change their strategy (Bateman & Zeithaml, 1991). In organizations that are undergoing restructuring, this can be seen through an organization's decision to transform some of its departments into semi-autonomous units or diversification of departments or selling them. According to Gilson (2010), organizations restructure because the world has become a global village due to the rapid advancement and increase in the global competition, given this VRA is restructuring its activities to meet current trends in the power sector.

The opportunity for organizations to restructuring encompasses economic improvement (cost reduction) efficiency and profitability. When organizations want to grow and survive in a highly competitive environment, they must restructure and concentrate on their competitive edge (Bowman & Singh, 2013). The growth and survival of organizations in the environment are contingent on their capacity to put resources for the best usage. Larger organizations enjoy higher organizational status. This status allows the organization to raise large funds at low costs thereby reducing the cost of borrowing. Organizations grow at all levels when there is the availability of funds (Cascio, 2012).

Organization restructuring is targeted to achieve things differently at different times in an organization however the purpose of restructuring is to eliminate those that are a disadvantage to the organization and promote those that give the organization advantages to meet the purpose and objectives of restructuring. For an organization to undertake restructuring exercise, the following needs must arise, effectiveness and efficiency in financial resources, enhancement in managerial capabilities, economies of scale by expansion, local and global markets; revival and rehabilitation of non-performing unit; acquiring a constant supply of raw materials and access to scientific research and technological developments; capital restructuring by an appropriate mix of loan and

equity funds to reduce the cost of repayment; and improve organizational performance to bring it at par with competitors by adopting the radical changes brought out by information technology (Bowman & Singh 2013; Hane, 2012; Norley et al., 2012).

2.5.1 Organizational Restructuring Planning

Organizational restructuring strategies depend on the nature and type of organization, the type of diversification required, and maximizing profit by pooling resources effectively, using dormant resources, and managing competition effectively (Maria et al., 2015). Planning the type of restructuring requires a detailed organizational study, expected demands, and results, available resources, utilization of the dormant resource, competitor analysis, and environmental impact. The bottom line is that the right restructuring strategy for the organizations involved in the restructuring process must provide optimum synergy (Wu & Delios, 2009). This presupposes that restructuring should have a purpose, direction, and an expected outcome, thus strategies geared towards addressing the needs and purpose of restructuring. Restructuring depend on the type of strategies in place while strategies depends on the dimension of the restructuring exercise. According to Murali, (1996) these dimensions are the functional areas of the organization that needs to be restructured.

2.6 Strategies of Restructuring

According to Chandler (1962), strategies are the determination of the basic long-term goals and objectives of an organization, and the adoption of courses of action and the allocation of resources for carrying out these goals.

When an organization's condition is deteriorating or struggling to stay alive, the main reasons that are often given is the strategy of the organizations might not be enough to solve its situation. When

organization's strategy is good it results in organizational growth, these may be in the form of increased performance, efficiency, and effectiveness.

Strategies are plans, pathways, the direction, and scope that determines the way to achieve goals and objectives with resources and skills available, this gives an organization the competitive edge in its current unstable environment, with the idea of fulfilling stakeholder expectations (Johnson, Scholes, & Whittington, 2008).

Strategies are a series of actions taken by leaders or managers; undertake to increase the organization's performance. The main challenge and also the purpose of strategies are to achieve superior performance, and if superior performance is obtained by the organization, the strategies are said to have a competitive advantage relative to its rivals and competitors.

Globally organization in the last century has been using the term restructuring. This term has varied meanings. Organizations are restructuring because of the conviction that some undertakings within it have been more important to the success of the organization's strategy compared to others. The organizational restructuring has different forms, which are portfolio, financial, and organizational (operational) restructuring (Bowman & Singh 2013; Heugens & Schenk, 2004).

2.6.1 Portfolio Restructuring

Portfolio restructuring is the change in an organization's business to create a more efficient design. This implies that organizations have to look at their current and future business operations against the changes in the environment.

According to Pradip (2015), undertaking portfolio restructuring includes major modifications to the asset of an organization or in the line of activities in an organization, this may include liquidation, asset divestiture, the sale of assets, and spin-offs. This implies that management of organizations can restructure their activities to concentrate on disposing of units that are non-core

to raise capital or free itself by trading off a division or creating an entirely new organization out of it. Moreover, an organization may be involved in combining aggressive acquisition and divestitures to restructure its portfolio. It involves altering the organization's configuration of portfolios by the sale of unwanted assets and substituting these unwanted assets with ideal ones (Maria et al., 2015). It could include assets sales that don't have value and the acquisition of ones that have value to the organization. It involves the re-arrangement of the asset mix of organizations, disposing of unfavorable assets (equities, debt, or cash), and concurrently obtaining desired types. Maria et al. (2015) note that it is important to use necessary technical, and macroeconomic analysis in determining when and how to change portfolio. The findings of Bowman & Singh, (2013) gives an indication that spin and sell-offs produce improvements while acquiring and divesting portfolio wouldn't yield the necessary progresses these findings may differ for a period of time globally. Restructuring an organization because of underperforming may look simpler, however, literature has shown that it is not as simple as that. Public organizations that want to restructure must take into consideration, the financial and financial position of the organization, its human resources capacity, research/design and the profile of the organization when restructuring.

2.6.2 Financial Restructuring

The financial restructuring includes significant changes in the capital structure of a firm, including leveraged buyouts, leveraged recapitalizations, and debt for equity swaps (Cascio, 2012). Financial structure refers to the allocation of the corporate flow of funds-cash or credit-and to the strategic or contractual decision rules that direct the flow and determine the value-added and its distribution among the various corporate constituencies (Bowman & Singh, 2013), According to Donaldson (1994) the elements of the corporate financial structure include the scale of the investment base, the mix between active investment and defensive reserves, the focus of investment (choice of

revenue source), the rate at which earnings are reinvested, the mix of debt and equity contracts, the nature, degree and cost of corporate oversight (overhead), the distribution of expenditures between current and future revenue potential, and the nature and duration of wage and benefit contracts. The findings of Bowman & Singh (2013) revealed that financial restructuring generates economic value. A large part of the financial restructuring studies included were leveraged buyouts (LBO) and management buyouts (MBO). This evidences that managers have much more information about the true value of the firm's assets than outsiders. Cascio (2012) describes financial restructuring to include major changes in an organization's capital structure to include leverage buyouts, leverage capitalizations and swapping debt with equity, merging organizations, acquiring other organizations, strategic alliances, spin-off, and joint ventures. The features of the financial structure of an organization include; the degree of investment base, the mixture of defensive reserves and active investments, the concentration of investment (source of revenue) the rate of investing earnings, equity debt mix and contracts, nature, scale and cost of organizations oversight (overhead), sharing present and impending revenue against expenditure, and nature and duration of wage/benefit agreements of employees.

Financial restructuring generates economic value since it is designed to avoid liquidation of an organization under different terms of condition, it involves the agreement with a third-party organization that agrees to pay (Lal et al., 2013).

Financial restructuring can be achieved through an agreement with creditors, under which they will receive payments on terms that differ from the initial contractual agreements with the organization when credit or loans were being extended. (Norley et al., 2012). This form of financial restructuring permits an organization to remain in its operations and also minimize losses to creditors.

In the view of Cascio (2012), this form of restructuring forms part of restructuring the financials of an organization. The procedure permits public organizations to have cash flow challenges and unhealthy monetary challenges, to decrease and rearrange its bad debts to improve or restore liquidity for continual operations. Here it is contended that the investments of an organization be linked up with how it identifies numerous opportunities which would lead to a higher return be considered during restructuring exercise. Cascio (2012) concur that restructuring the finances of an organization can be archived by improving liquidity, lowering capital cost, reducing risk, avoiding loss, and improving shareholder value, among many other reasons.

The findings of Bowman & Singh, (2013) reveal that achieving economic value is an indication of performance through financially restructuring.

Financial restructuring improves operational efficiency, growth in profit margins, increases the organization's competitiveness, and it also helps unrewarding organizations to liquidate unproductive capital and also curtail investment in unrewarding projects in the organization.

2.6.3 Organizational (Operational) Restructuring

Bowman & Singh (2013), views this form of restructuring as the alterations in the policies of human resources of an organization. Human resource policies of organizations may need to be reformed following the changing scenarios in organizations. The human resources department needs to enable change management unit in the organization to effectively manage the change processes in organizations. Burnes (2004) is of the view that streamlining current pay structures should be done to maintain internal and external equity of employees, as well as motivate them to become more productive. The organizational restructuring includes 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, streamlining processes, reforming governance, and downsizing employment (Davis, Eisenhardt, & Bingham, 2009). The findings of Bowman & Singh (2013) indicated that lay-offs unaccompanied by other organizational changes tend to have a negative impact on performance. Downsizing announcements combined with organizational restructuring are likely to have a positive, though the small effect on performance.

2.6.4 Implementation of Organizational Restructuring Process

This refers to the execution of restructuring strategies to fulfill the objectives of restructuring processes. Johnson & Scholes (2010), are of the view that restructuring implementers allow for incremental implementation. This is because restructuring may put a strain on the organization and its stakeholders. To attain success they propose gradual or step by step implementation.

Johnson & Scholes (2010), further states that it is important to engage stakeholders in dialogue to make necessary adjustments to the implementation of the restructuring process.

For restructuring to be successful, it implies that the structure of the organization is changed to facilitate the success of restructuring. It is essential to have in place structures that can identify the need to restructure, however, the challenge is how to identify perfect structures.

Johan & Wilfred (2012), suggested the following steps for when restructuring:

- i. Clarifying reasons for restructuring: They suggest that restructuring implementers stay focused on the reason for restructuring by communicating the motives and underlying factors to stakeholders.
- ii. Formulation of restructuring strategy: according to Johan & Wilfred (2012), it is very important for the organization to formulate strategies that address restructuring processes.
- iii. Communication of restructuring strategy: Communication of restructuring processes is very important. Organizations need to communicate their restructuring processes to their

stakeholders. Communication should be in clear language. iv. Timeous notification of restructuring processes: Stakeholders must be informed in time about each step of the processes to prepare for expected changes.

According to Johan & Wilfred (2012), when the above is implemented a successful restructuring can be guaranteed. However scholarly discussion about organizational restructuring points to the fact that restructuring can have both positive and negative impacts on an organization.

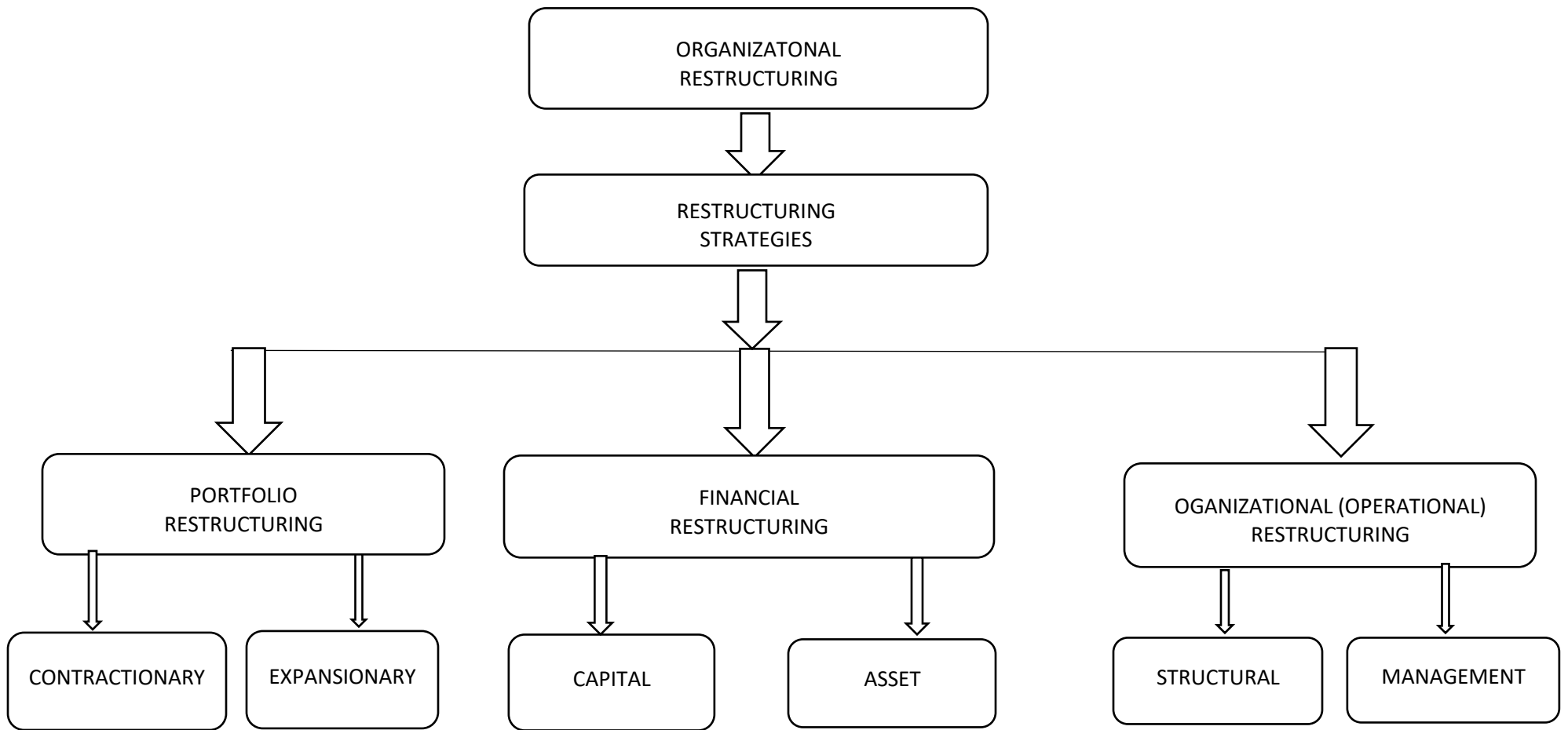


Figure. 2.1 Author's Model for Organizational Restructuring

2.7 Approaches to Implementing Organizational Restructuring

Various scholars have to define implementation in different ways, which may be group into two categories. Pressman and Wildavsky (1973) define implementation in the policy implementation arena as the ability to forge subsequent links in the causal chain to achieve the desired results. Mazmanian & Sabatier, (1983) also concur that implementation is viewed as “the carrying out of a basic policy decision, usually incorporated in a statute but which can also take the form of important executive orders or court decisions”. Wandersman et al., (2008) define implementation as “what” requires to happen, as the design of intermediation in response to a precise difficult or the practices best suited for intervening based on a situation.

Policy Implementation expresses ‘how’ things happen. In the arena of implementation science, implementation definitions emphasize how one changes occur through precise intervention. Implementation is seen as specific activities intended to be done or programs of well-known processes designed intentionally and its described such that autonomous witnesses can see the presence and strength of these activities concerning implementation (Fixsen, Sandra, Karen, & Robert, 2005).

Implementation denotes “the prompt usage of actions directly following the decision to adopt an innovation and ends when the use of innovation becomes a routine practice”(Meyers, Durlak, & Wandersman, 2012).

Accordingly, Durlak and DuPre (2008) view implementation as what a program is made of when delivered to a specific environment. Domitrovich et al., (2016) emphasis when a body has decided to accept a program and it’s formally integrated. Burke, Morris, and McGarrigle (2012) agree that implementation is seen almost in all sectors of our lives and can be referred to as the conveyance of all plans or actions. For this reason, scholars have categorized it as a process (Meyers et al.,

2012) with several stages, developmental character (Laughlin, 1987). Implementation studies have advanced because, the intentions of policymakers were not being translated into the desired results, and accordingly, researchers were inspired to classify reasons that accountable for implementation success or failure (Dimitrakopoulos and Richardson, 2001; O'Toole Jr, 2000; Hill & Hupe, 2003; Saetren, 2005; Saetren, 2014; Winter, 2011; Winter, 2012). Implementation science is related to how best policy framers are involved in the provision of precise novelties (Nilsen et al., 2013; Greenhalgh et al., 2005; Jones & Grol, 2000. Notwithstanding the definition of policy implementation, there is a list of generated variables that authors can affect successful implementation (Wandersman et al., 2008; Durlak & DuPre, 2008; Pressman & Wildavsky, 1984; Domitrovich et al., 2008; Fixsen et al., 2005; Fixsen et al., 2009; Meyers et al., 2012).

Barrett (2004) outlined some highlights with regards to policy implementation as; First generational approaches that focus on top-down. It proposes that to understand policy implementation one must consider goals and means of achieving it, and research gaps must focus on identifying goals within which policy is formulated.

The bottom-up approach is the second generational approach to policy implementation, this explains that policy implementation is better appreciated when it is initiated from the lowest phase and then moves upwards which yields success.

The third generation approach proposes a hybrid form, an amalgamation of top-down and bottomup models (Evans 2008, Birkland 2005:182; Bardach 1977; Sabatier 1986).

From the above literature, it can undoubtedly be that there is no single or best way of implementing programs such as restructuring. It is therefore important for restructuring program implementers to be aware of ways of implementing such programs to achieve its intended goals.

2.7.1 Top-Down Approach to organizational restructuring

According to Dive (2008), most organizations favor a top-down approach to organizational restructuring, this is because it is usually where to begin the process of restructuring with the top management of an organization. Organizational restructuring is usually directed by the top management of organizations since they plan and direct its implementation. Top-down change is thought to be particularly appropriate when the change is strategically important and entails large departures from present organizational forms and functions.

Accordingly, the top-down approach (Horn Van & Van Meter, 1975; Mazmanian & Sabatier, 1981;1983;1989) see implementation as a concern with the degree to which the actions of implementing officials and target groups coincide with the goals embodied in the authoritative decision.

The top-down approach of program implementation in an organization, country, or government is usually an executive order or top hierarchy decision making. It is a management channel command and control system from top to bottom. The top-down approach is characterized by a hierarchy of authority, rules, and regulations from the top and resources and capacity to perform functions from the topmost of the hierarchy chain (Elder, 2011).

Paudel (2009) concur that the top-down method of implementation highlights the official routing of problems. Besides, Paudel (2009) posits that these principles are entrenched legislatively. This implies that there should be clarity in wording couple with instruction and monitoring of implementation processes by authorities based on technical criteria.

The important feature of the top-down approach is the fact that it often starts with decisions from the central government or top management of an organization. The model is essential in managing national policies and programs whiles ensuring effective delivery of goals and objectives.

However, it often lacks local or community participation due to its centralized nature. This method of implementation has received many disapprovals from scholars. Berman (1978) for instance, argues that this method of implementation could lead to resistance when implementing a new program and policy. The author asserts that the top-down approach does not account for the previous activities as it depends predominantly on legalities. The strategy also defines statute framers as the strategic players in policy or program implementation. This implies that inputs of the other actors concerned are overlooked.

2.7.2 Bottom-Up Approach to Organizational Restructuring

The bottom-up model enjoins policy or project implementation with the local community or beneficiaries otherwise regarded as street bureaucrats (Matland, 1995). The basic assumption of this model is that streets or local bureaucrats are the real implementers of policy initiatives. Moreover, bottom-uppers argue that if local bureaucrats (implementers) are not allowed since they can effectively implement programs with regards to local conditions (Matland, 1995). As a result, bottom-up scholars argue that goals, strategies, and objectives of programs and policy actions must be made with local people in mind (Matland, 1995).

The bottom-up method of implementing policies and programs is seen as a means of reducing resistance and facilitating the implementation process (Bogason, 2000).

The bottom-up model is mostly good for programs and policy implementation at the planning stage and most appropriately sufficient in situations of goal conflicts and unstable environments. On the other hand, a major disadvantage of the bottom-up approach is that it mostly ignores the case that majority of programs, policies, and actions emanate from the topmost hierarchy of decision making and most likely rather reinforces top-down authority.

Regardless of the positives views of this approach, some authors such as DeLeon and DeLeon (2002) have identified two main weaknesses for its use. These are the disregard of bottom-up in the process of policy design. Furthermore, they are of the view that all programs are originated from officialdom and impose on citizens. Similarly, Weaver (2009) concur that low-level bureaucrats could sabotage the attempts of officials as they are not responsible for the public. As a result, local implementers may likely subvert the decisions and goals of top hierarchy officials (Matland, 1995).

2.8 Challenges of Organizational Restructuring

When organizations are with poor profits earnings intertwine with economic downturns, restructuring is initiated as a rescue measure for the survival of the organization. Such environmental changes have placed organizations under increased competition domestically and internationally.

To remedy this situation management of these organizations develops strategies aimed at addressing these challenges, however, sometimes there are challenges in the implementation of these strategies since they cause changes to the organization.

Lin, Lee and Peterson (2006) defined challenges involved in restructuring processes to included lack of buy-in from some change agents/staff members; anxiety and low staff morale which affects performance; financial constraints; legal challenges; political support, challenges of physical separation; redundancies and associated litigation. Restructuring can also be faced with challenges such as inconsistent organizational procedures, a patchwork of processes, and ultimately a strategic predicament.

According to Jin et al. (2005), changes in the organization may cause uncertainty among employees as it challenges a sense of control and competencies of employees. Many organizational restructuring has failed or does not realize its intended outcome due to challenges.

The major challenge associated with strategic changes in organizations is the positive implementation of the needed strategy but not in the development it as one may think accordingly Olsen, Slater, and Hult (2005) summed it up by saying undertaking a venture is tougher than fantasizing on it.

Strategic changes in an organization are associated with the value of decisions made in which strategy formulation is followed by a chronological strategy implementation. This, therefore, implies that change is sequential, bounded, defined, controlled and a tactful process that involves the instructions for success. Regardless of the thoughtfulness of the effort of change, there is always an unanticipated external, internal, overwhelming, and influential force that wills a huge impact on the accomplishment of the change effort (Jick, 2007).

Organizational restructuring is a complicated topic; it can bring either total success or total failure to organizations however it comes with advantages. These advantages include cost reductions with the creation of more efficient structures, production methods, and an engaged workforce. Challenges of implementing restructuring strategy arise because of the potential strategic priority and critical activities that include the need to contest as a low-cost provider of products and services, the need to contest as a high-quality provider, the need to stress customer service, the need to provide a rapid and frequent introduction of new products/services and desire for vertically integrate.

The specific conceptual challenges of restructuring strategy, therefore, include the need for a broader market, more quality assurance efforts and higher operating costs, high skilled workers

necessitating higher wages and more training, broader development of service people and service machines, rapid response to customer needs, fast and exact information system, careful coordination, higher research and development costs, higher cost of capital investment as well as technology and skills beyond what is currently available among others which can be summarized as three critical challenges management faces in any restructuring program:

- (i) Design: This looks into appropriate restructuring activities for dealing with specific challenges, problems, or opportunities.
- (ii) Execution: This focuses on the process of restructuring and it should be managed and carried and barriers to overcome to create value for stakeholders.
- (iii) Marketing: Focuses on how to explain and portray restructuring to individuals who want to invest and created value in the organization.

2.8.1 Lack of Buy-in from Employees

Institutions are dealing with various kinds of changes due to restructuring reforms for example changes in market conditions, workforce demographics and diversity, technological innovations, an increased focus on customer aimed at delivering quality and efficient services intertwine with a shortage of talent and economical changes (Noe, 2002; Božić & Rajh, 2016; Arsov & Naumoski, 2016; Belás, Vojtovič, & Ključnikov, 2016; Misankova, 2016).

Organizational restructuring programs are usually associated with changes however studies have shown that restructuring/reform may fail due to these changes.

Beer & Nohria (2000, p. 88) concur that: “the brutal fact is that about 70% of all change initiatives fail”. According to Decker et al. (2012), failure rates may be as high as 93%. One of the most commonly cited reasons for the failure of organizational change is employee resistance to change

(Kotter 1995; Edmonds, 2011; Rajnoha, Štefko, Merková, & Dobrovič, 2016; Lines, Sullivan, Smithwick, & Mischung, 2015; Androniceanu & Ohanyan, 2016).

Restructuring can cause uneasiness among employees in any organization. Stanley, Stanley, Meyer, & Topolnytsky (2005) are of the view that as organizations attempt to cope with increasingly turbulent economic, technological, and social environments, they depend on their employees to adapt to changes; however, employees often resist change. According to Olson (2010), change is difficult for anyone, and it seems to be especially true when it comes to organizational restructuring.

Overcoming these major adaptation hurdles in organizational restructuring requires buy-in from the employees during the development of a restructuring plan. This buy-in or participation in the design of the organizational structure can have the effect of minimizing resentment in response to the impending organizational change. Kezar (2001) pointed out in the research that “broad buyin is necessary; veto power occurs by a small group if they perceive that all voices have not been heard” According to Gilley, McMillan, and Gilley (2009) organizational change cannot occur unless there is buy-in by the different constituencies of the organization.

2.8.2 Political Factors

For the implementation of reforms within the public sector to be successful, it needs political and administrative support (Polidano,2001). He further argues that it helps scale-up barriers to implementation. This view is echoed by Heeks (2003), who argues that public sector reforms require political commitment as well as administrative during its implementation phases.

The approval of the political elite and administrative figures prevents needless stoppages and postponements during the implementation restructuring program. The political and administrative

support for reform programs empowers bureaucrats to implement reforms in assurance (Weerakkody & El-Haddadeh, 2011).

Krishna and Walsham (2005) concur that to prevent initial opposition to the application of reforms, continuous government and administrative assistance is needed. There are several ways in which this commitment and support to implement reform programs can be proved (Robinson 2007). One way to demonstrate this support and dedication is the uninterrupted release of funds (Robinson, 2007; Hendriks, 2012).

Providing resources must be timely since it is very critical in implementing restructuring programs. The availability of resources facilitates the restructuring process. Other ways to validate government support include management (Jaeger & Thompson, 2003; Imran & Gregor, 2014), willingness to initiate legal change to support reform programs (Hashim, 2010). Political and administrative support for public reform programs could also be demonstrated after a shift or change in a country's political leadership or governance system (Doreen & Sterck, 2006).

According to Dooren and Sterck (2006), public sector reforms are being transformed through political and administrative processes. Therefore, this indicates that the success or otherwise of public management reforms depends to some extent on the stability of the political system of the country. Consequently, continued political support is a prerequisite for the effective implementation of public management reforms. This continued political support could be guaranteed by a stable system or political governance regime.

2.8.3 Organizational Factors

Literature has identified organizational factors as an important factor to consider when implementing integrated reforms (Wainwright & Waring, 2004; Waring & Wainwright, 2000).

For example, Wainwright and Waring (2004) argue that the organization's careful analysis is required for implementation to be successful. Organizational factors acknowledged by literature include; organizational structure, organizational culture, employees, and organizational values (see (Janssen & Shu, 2008; Owusu, 2012; Schein, 1996; Weerakkody & Dhillon, 2008; Weerakkody & El-Haddadeh, 2011).

The structure of the organization forms an array of interrelated activities, this enables an organization to conduct, coordinate and control work-related activities (Janssen & Shu, 2008; Owusu, 2012; Schein, 1996; Weerakkody & Dhillon, 2008; Weerakkody & El-Haddadeh, 2011). Furthermore, the structure provides support or otherwise, for the growth of the organization and also serves as a critical aspect of the implementation of restructuring.

Therefore, understanding the existing organization and its structures becomes critical to appreciate how these structures assist or slow the effective implementation of reforms. An additional factor to ponder in the implementation of the restructuring program recognized by scholars is the caliber of professionals within the organization (see (Bhatia, 2003; Diamond & Khemani, 2006; Soja, 2008). Restructuring an organization is a complex exercise, hence require personnel with technical capabilities to manage it.

Nevertheless, Bhatia (2003); Diamond & Khemani, (2006) and Soja (2008), concur that the absence of people with capabilities continues to hinder the effective implementation of reform programs, especially in Africa. The unattractiveness of reforms within the public sector is a result of the absence of people with the requisite capabilities coupled with poor wage structure and service conditions (Bhatia, 2003; Vickland & Nieuwenhujis., 2005). Hendriks (2012) points out the absence of people with the required understanding and abilities cannot be remedied easily through training. Aside from the organizational factors, Kasumba (2009), is of the view that

positive attitudes towards new systems due to restructuring promote acceptability, therefore acceptability of restructuring also stimulates restructuring processes.

For instance, Tsamenyi and Cullen (2006) and (Philopidou, Karageorgiou, Tarantilis, Soderquist, & Prastacos, 2008) argues that new reforms can be resisted when it is seen as an endangerment to the survival of existing personnel. Therefore, the employee is likely to resist the restructuring program. Resistance to restructuring will result in non-committal of support needed for the effective implementation (Dorotinsky, 2003; Tsamenyi and Cullen, 2006).

2.8.4 Funding

Funding for the implementation of the restructuring program in the public sector cannot be overemphasized. Since restructuring is a complex activity, this complexity requires effective implementation especially in the public sector coupled with required, constantly financial resources allocation (Hashim, 2010).

Heeks (2002), concur that funding is very significant in the implementation of restructuring programs as underscored. According to Heeks (2002), almost 35% of reforms program fails, this he attributes to the incapability of governments to raise needed funds required for the program.

2.9 Impact of Organizational Restructuring

The impact can be assessed during and after the implementation of a program. Impact Assessment is also a means of measuring the effectiveness of organizational activities and judging the significance of changes it has brought. By so doing it sought to measures the performances of Accordingly Ukko, (2009) concur that performance is the capacity to differentiate results from the organization's activities. An organization's performances are viewed as financial and nonfinancial

(Ittner, 2008). Non-financial performance aspects are evaluated using important operational performance indicators such as market share, innovation rate, or customer satisfaction (Hyvonen, 2008).

Organizations, depending on their nature of operations, size, and structure, to deploy strategies in achieving desired levels of performance. This means organizations must implement the right type of strategies that they formulate to achieve the desired performance.

Some of these strategies include but are not limited to the following: organization restructuring, divestitures, cost-cutting, diversification, acquisition, and mergers. According to (Johnson et al., 2008) restructuring, an organization requires the restructurer to identify and maximize the opportunities for restructuring.

This implies that organizations can identify problems and their root cause, and the formulation of an appropriate response to counter the effects of the problem and any other issue that may arise as a result of the problem.

The notion of performance is central to the management of institutions as well as in the area of organizational research. Over the years, the concerns for efficiency, productivity, excellence, and total quality have become widespread in organizations (Lewin & Minton, 1986). These concerns are usually driven by the perception of threats to the resiliency of organizations.

This justifies the ever-competitive nature of the share of the market and resources (Maltz, Shenhar, & Reilly, 2003). Although performance is mostly analyzed on a financial basis, researchers have found other non-financial indicators show how organizations' are performing these may include organizational effectiveness, quality, efficiency, and organizational image, etc, (Waiganjo, Kahiri, & Elegwa, 2012); Richard (2000); Cooperman, Mills, and Gardner, (2000) throw more light on

organization performance by agreeing with other researchers that organizational performance means achieving organizational objectives.

According to Worthington (2009) organizations, performance means effective and efficient usage of organizational resources and achievements of organizational objectives.

Kaplan and Norton (1996) argued that it is essential to measure institutions based on their financial performance metric incorporating both financial and non-financial data. Capacity building is accorded to organizations that report good performance and these organizations are given the ability efficiently and profitably exist in the internal and external business environment which is competitive (Gual & Clemente, 1999).

Kaplan and Norton (1996) make it clear that the balance scorecard method of measuring performance gives credence to non-financial and financial data of an organization and when it's from reliable data. Nonetheless, performance measurement includes financial perspective, internal business perspective, customer perspective, and product innovation perspective (Kaplan and Norton, 2001). Every scorecard relies on typical financial objectives of profitability, earnings of asset, and mobilization of revenue.

Furthermore, Thompson (2007), purports that using financial measures alone discounts the fact that the achievement of strategic objectives (which are non-financial) allows organizations to deliver better financial results. It is therefore of importance to consider financial and non-financial performance measures.

Kaplan (2010) is of the view that the best performance measure encompasses contributions which facilitate the organization to concentrate their activities in meeting its objectives in a long time. Measuring the performance of an organization is defined as accounting measures, market-based

measures, and non-accounting measures. The non-accounting measure of financial performance includes employee efficiency, customer satisfaction, internal business processes, and organizational capacity. To access accounting performance it relies on the balance sheet and income statement data.

2.9.1 Organizational Restructuring and Performance

Organizations restructure for various reasons; to enhance the performance of the organization, to focus more on their core activities, to cut back on expenses, to align themselves with the strategy, to avoid insolvency, and to avoid the sudden demise of the organization, these reasons, however, relate to performance in one way or the other, for instance, if the organization decides to downsize, it will manage to cut back on expenses which eat into its profits which means that performance will have improved in essence.

For example, cutting the workforce can disrupt performance in that workforce needed to drive activities to achieve objectives will not be sufficient hence leading to poor performance. According to Hoskisson & Turk (1990), to enhance the prospects and performance of organizations they resort to restructuring. This is viewed as a chance for organizations to reorganize and revitalize itself to achieve its objectives and goals.

According to Bowman, Singh, Useem, and Badhury (1999) amongst the three forms of restructuring, there is proof to the effect that financial restructuring has the biggest impact on the performance of organizations.

These processes are intended at enhancing productivity, restructuring may happen due to unanticipated alterations in the business climate, technological changes that render organizations products outmoded, global economic downturn that leads to sales reduction, an organization

having grown excessively tall and bureaucratic, operating costs skyrocketing or it could be to enable the company to simply improve or build their competitive advantage and stay on top.

Restructuring is a process of restructuring a company's legal, ownership, operational, or other structures to make it more profitable or better organized to meet its current needs. Restructuring takes on an internal form, according to Hill (2008), with the aim of successfully and skillfully reforming internal processes to make the strategy work. It echoes the important phase of strategy execution in which managers attempt to rationalize and reshape the structure of their organization, management, ethos, and wages to ensure competitiveness, responsive quality capacity, and need to shape each to accommodate unique strategic requirements.

At the heart of the restructuring process is the notion that some business value chain activities are more critical to the business strategy's success than others ' (Hill, 2008).

Research by Miller (1984) noted that organizational structures and processes of strategy making are highly interdependent and need to be complementary in many ways to ensure good performance under challenging conditions. Globally, organizational structures cannot afford to stay static in the current dynamic business environment.

In response to changing conditions, organizations must constantly reorganize themselves. Besides, Thompson Jr. and Strickland (2008) noted that "some value chain activities are always more critical to strategic success and competitive advantage than others." They recommend that "it is important for management to build its organization structure around the proficient performance of the key activities, making them centerpieces or main building blocks on the organization chart. The rationale of making strategy-critical activities the main building blocks in structuring a business being the fact that since the activities are crucial to strategic success, they need to have resources, decision-making influence, and the organizational impact they need. Thus

implementing a new or changed strategy is likely to entail new or different key activities, competencies, or capabilities and therefore to require new or different organizational arrangements, else the resulting mismatch between strategy and structure can lead to performance problems."

Miller's (1984) research further agreed that structural formalization and integration related to the levels of integration and reactivity among decision-makers and four aspects of rationality in decision-making:-decision analysis, planning, systematic environmental scanning, and explicit strategies. Consequently, restructuring generates value for stakeholders, and empirical evidence points to improvements in operational performance as a primary source of these gains.

According to Miller (1984), relationships between strategy making and structure were usually strongest among successful and innovative organizations, and in large and innovative firms appeared to contribute most to performance. This is because an organization's structure significantly influences information flow and human interaction context and nature.

Waldfoegel and Smart (1994) studied the consequence of restructuring on organization productivity concentrating on buyouts and concluded that it improves an organization's performance.

A study conducted by Srivastava & Mushtaq (2011) on the impact of restructuring on operational features of public traded organizations in China, took into account revenue, profit margin, return on assets, and total asset turnover ratio before and after restructuring to account for the organization's performance and undertook tests to determine if restructuring resulted in major changes. The study found significant improvements in total revenue, profit margin, and return on assets after restructuring, but there was no substantial evidence of changes in the asset turnover ratio.

A study conducted by Dong, Putterman, and Unel (2004), on the effects of restructuring in Chinese organizations on financial performance, concluded that performance improvement was achieved through organizational restructuring. This is supported by Wen (2002) evidence showing that organizational restructuring has resulted in improved profitability.

Jin et al. (2005) studies on the impact of restructuring on the operational aspects of public organizations in China using baseline changes before and after restructuring, it was aimed at assessing the performance of these firms and also studied whether restructuring yielded significant changes. Their study showed significant performance in its financial and non-financial indicators.

Ismail and Annis (2010) led a study to discover whether there have been improvements in the performance of organizations involved in restructuring. They used Egyptian companies involved in restructuring from 1996 to 2005 in the technology and construction industry, the results indicated that restructuring had contributed to the performance of these sectors.

Roseline and Mathur (2011) in their study of Tamil Nadu power sector reform and restructuring established that there was a significant improvement in power quality and reliability an indication of the significant performance of the power sector.

2.9.2 Impact of Organizational Restructuring on Performance

Organizational restructuring is not only designed for troubled organizations or under-performing organizations to become better. Poorly performing organizations can be kept if timely restructuring interventions are implemented. Nonetheless, management may indicate their unwillingness to take the bull by the horn, meaning they refuse to give attention to the existing problems. They stick-up or ignore the needed changes (Vance, 2009). Restructuring comprises of three important activities:- (i) recognizing existing difficulties (ii) categorizing and implementing results and (iii)

allocations resources to keep the organization operational until restructuring takes effect (Vance, 2009).

Resources such as time and money make the best restructuring, nonetheless finding resources to keep troubled organizations enough time to restructure needs an innovative plan. Organization's failures to innovate cause bankruptcy (Vance, 2009). It is from a stakeholder's viewpoint to determine if an organization has failed when its productivity declines or continues to operate or discontinues operations. An organization can stop its activity and go out of existence. Despite how failure may occur, it can result the damage organizational capital, jobs, and also have an adverse impact on the organization's stakeholders (Vance, 2009).

Restructuring means change and few people are comfortable with change, especially the radical change that restructuring requires (Wayhan & Werner, 2000). When stakeholders appreciate the essence of organization restructuring and how it's being restructured they buy into the processes to make it successful (Tichacek, 2006). Stakeholders can push for further and faster restructuring however they can also destroy the organization.

Restructuring must take into account assembling the finest people and dealing with its associated costs (Vance, 2009). Employees whose activities got the organization into trouble may not be the right persons to restructure the organization, if those involved in handling the organization had the ability and competencies to restructure the organization, then the organization's performance would have improved. Secondly, management at the slide of the organization is predisposed to defend their past actions. Thirdly, leadership may be comfortable with the current operations of the organization's processes therefore reluctant to push for significant changes (Vance, 2009). When an ailing organization is being acquired through restructuring, the acquiring organization can just replace the old management to gain complete turn-around (Wayhan & Werner, 2000).

When a manager or consultant is engaged to restructure an organization, things become riskier, nonetheless, stakeholder's coordination is the answer to winning support for restructuring processes. It is important that the restructuring committee develops and maintains its confidence throughout the processes (Vance, 2009).

The central belief for enhancing the long-term sustainability and longevity of organizations through greater operational efficiency and cost-effectiveness is starting restructuring (Yoon & Hun, 2013). Organizational restructuring is initiated as a result of the impending crisis when the organization is in crisis or part of the organization's strategy for survival in its operational industry. The process of restructuring is usually extensive and painstaking, it is associated with challenging tasks and it requires critical analysis of benefits, costs, and challenges.

The most daunting task is how to persuade the most suffered to understand the desirability of the reform efforts (Yoon & Hun, 2013). In the meantime, a strategic evaluation of re-engineering, restructuring, and downsizing policies are perceived as the prominent management model. With this, companies can fully influence their core competencies in crafting superior competitiveness (Morden, 2007).

According to the findings of Palliam and Shalhoub (2002), organizational restructuring could be an impulsion for organizational change within both internal and external environments. Restructuring an organization is interconnected with the long-term survival and profitability of an organization. It takes into account cost reduction and an increase in profit margins, these usually expectations from restructuring. When implementing restructuring, organizations must have a good understanding of their industrial structures that is regularly changing afore to restructuring processes. Hence, an innovative approach is needed to create a competitive advantage (Proctor, 2011).

Generally, organizational restructuring can be seen as a program of expansionary which can include mergers and acquisitions and takeovers, etc. However, it can also be seen as a contractionary program which can include, downsizing, down-scoping, and financial restructuring, etc. Thus, the effects of organizational structuring on financing decisions and capital structure, in particular, cannot be denied (Marimuthu & Rahmen, 2009).

Restructuring activity is generally associated with three motivations in the academic literature: to address poor performance, to exploit strategic opportunities; and to correct valuation errors (Bartol & Martin, 2008).

Literature makes three distinctive types of transactions encompassing multiple forms of change in an organization (Bowman & Singh, 1993). Portfolio restructuring makes disposals from and additions to an organization, from asset sales, spin-offs, or mergers and acquisitions (Stulz, 1990). Financial restructuring changes an organization's capital structure through leveraged buy-outs, recapitalizations, and share repurchases or employee stock ownership plans (Stulz, 1990). Organizational restructuring is the change from a functional to a business-unit design. These type of restructurings occurs sequentially (Renneboog & Szilagyi, 2008)

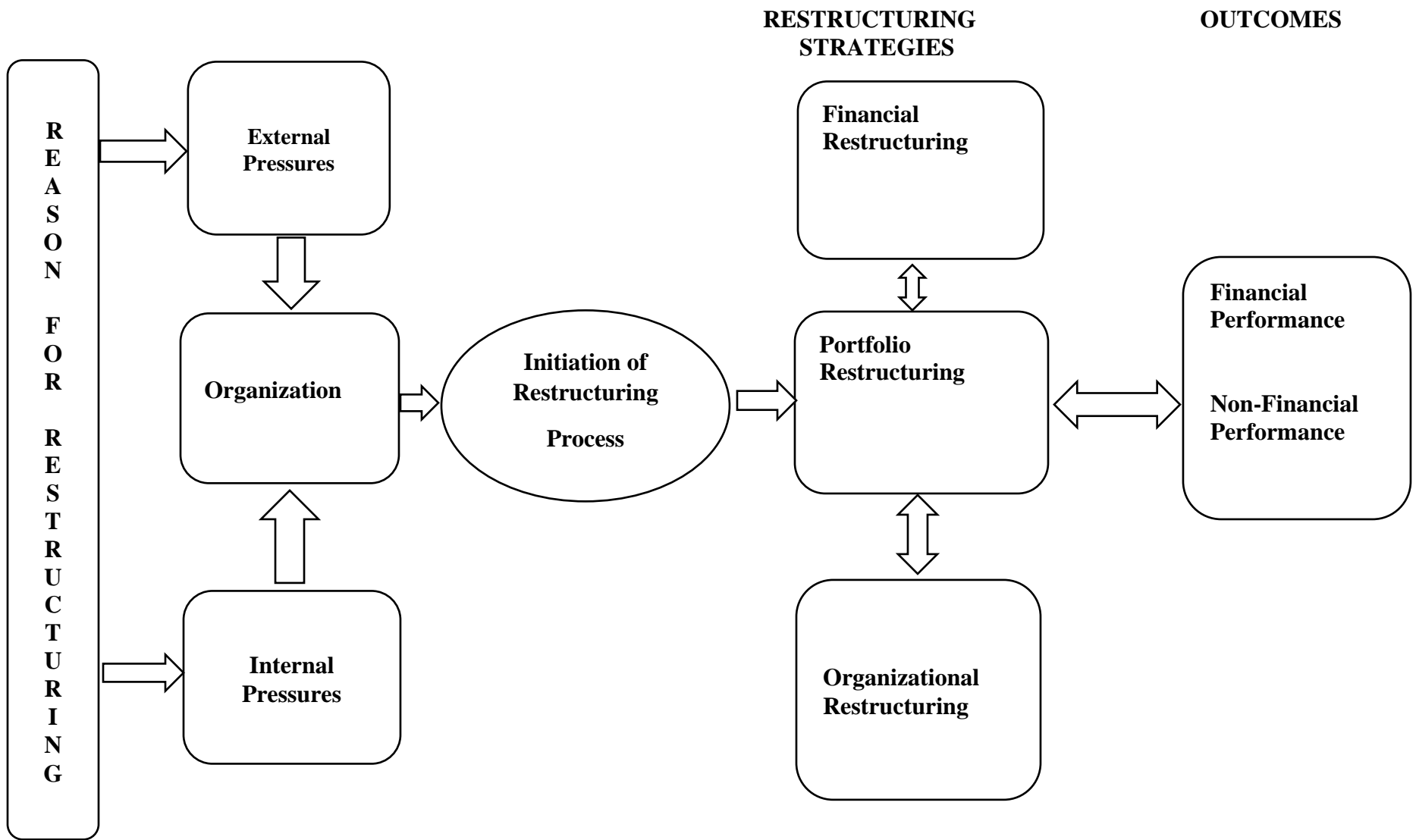


Figure 2. 2 Conceptual Framework

The conceptual framework for the study describes the reasons for restructuring, which may be due as a result of pressures from its internal and external environment. These pressures can be regulations and laws within the environment. This makes managers of these institutions initiate restructuring processes to mitigate these pressures brought to bear on these organizations. As a result restructuring strategies are put in place to mitigate these pressures. These strategies are financial, portfolio, and organizational (operational) restructuring. These strategies when well deployed can yield positive financial and non-financial outcomes.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter discusses the methodology, techniques, and procedures used. It is the center that provides an explanation and the structure of analysis on which the study was conducted (Bryman and Bell, 2004). The methodology plays an important role when conducting an inquiry into a phenomenon, this provides the framework of analyses for the study.

This section of the chapter is organized into five. The first section outlines the paradigms used by the researcher. The second section discusses the research design. The third and succeeding sections center on data collection processes, case descriptions, and respondent's background.

3.1 Research Philosophy

Research is usually underpinned by philosophical assumptions. Accordingly, philosophical assumptions shape the researcher's viewpoint, belief systems, and perspective of how knowledge is created (Guba, 1994). Furthermore, philosophical assumptions are ideas and thoughts that direct the actions of the researcher (Krauss, 2005). This, therefore, implies that the paradigm explains what is significant and rational to be studied and how the results are interpreted by the researcher. Krauss (2005) and Mackenzie and Knipe (2006) are of the view that it is the researcher's research paradigm guides the entire research process. Therefore, the study paradigm dictates a suitable procedure and the manner of information to be used.

Given the above, this research was performed from an interpretivist point of view. The interpretivist research is based on the principle that there are varied realities.

The interpretivist approach to inquiry views reality as multiple, contextual, and subjective.

The chosen paradigm for this study allows the researcher to look out for diverse and different interpretations to the occurrence under study and also look for other participant's views of the phenomenon than trivializing its importance (Creswell, 2003).

Additionally, the adoption of an interpretive research philosophy enabled the researcher to interpret the social phenomenon assumption ascribed to by participants. Also, an interpretive research paradigm was used to discover the reality or truth in the views, opinions, and experiences of participants concerning the origins, impact, and challenges of the organizational restructuring program at the Volta River Authority (Thanh, Thi, & Thanh, 2015). It is also important to indicate that the study adopted this approach to further enable the researcher to place significance on the subjectivity of data interpretation as well as to seek deeper knowledge and understanding of participant's experiences (Thanh et al., 2015).

3.2 Context of the Study

To achieve the study's goals, VRA provided the platform for a case study to be conducted. Moreover, it is one of the public sector organization that is restructuring because of underperformance. In the past few years, the VRA has been going through structural and operational challenges that are hurting its performance. In the Authority's quest to address these negative impacts it adopted and implemented restructuring.

The VRA is an organization under the Ministry of Energy. VRA was incorporated to generate, transmit, and distribute electricity in 1961 under the Volta River Development Act, (Act 46). Its operations included power and non-power activities, the power activities include hydroelectric dams at Akuse and Akosombo, thermal Plants at Takoradi, Tema, and Kpone and Solar Plant at Navrongo.

Non-power activities include Hospitals at Akosombo, Accra, and Takoradi, School at Akosombo, Akuse, and Takoradi and the Townships of Akosombo, Akuse, and Aboadze.

Following turbulence in the power sector, the Act was an amendment as part of reforms in the Power Sector embarked by the Government of Ghana; the mandate of VRA was limited to the production of electricity. This gave the enabling atmosphere of attracting Independent Power Producers (IPPs) into Ghana's energy market which was previously dominated by VRA and also allow it to concentrate on its core mandate of the generation of electricity (Ashworth, Graham, & Tunbridge, 2007).

In its quest to improve the Authority's performance, in 2009, the VRA began restructuring its activities to improve its dwindling performance.

The principal objective of the restructuring is to make the VRA an efficient, effective, and productive public sector organization capable of meeting its short, medium, and long term aspiration since it's the backbone of Ghana's economy.

3.3 Design and Approach to the Research

Kerlinger (1986) concur that design is the perceived strategy and structure of a study which empowers the researcher to seek responses to the research questions. It also offers research with a full workable framework.

The research employed a qualitative research approach for the collection of data, interpretation, and analysis to solve the research problem. A qualitative research approach is considered as a research method for exploring and understanding what individuals or groups people ascribe to regarding an issue (Creswell, 2003). In line with the adopted qualitative approach, strategic persons at the Volta River Authority, Ministry of Energy and Public Utility and Regulation Authority with the relevant information needed to respond to the study questions were selected.

Also, the researcher employed a qualitative approach because it can provide the required experiences of people concerning the particular issue under research. This ensures that data about the “humane” side of the issue is enlisted— that is, the often conflicting behaviors, convictions, opinions, feelings, and connections of the individual are eliminated (Ashworth et al., 2007). In arguing for the use of qualitative studies, Conger (1998) is of the view that it does not adequately investigate phenomena with complex characteristics. On the other hand, he argues that when used properly, qualitative methods offer several distinct advantages over quantitative methods (Conger, 1998). These include:

- More opportunities to explore phenomena in significant depth and to do so longitudinally;
- Flexibility to discern and detect unexpected phenomena during research;
- Ability to expose rather than impose meanings, emphasizing rather than overriding the variety of situations and environments;
- Ability to investigate processes more effectively;
- Greater opportunities to explore and be sensitive;
- To explore symbolic dimensions more effectively.

This method, according to Creswell (2013), and Mertens (2007), permits an in-depth study to gain knowledge about a problem, it provides a clearer representation of understanding the meanings individuals who experience in a social phenomenon as assign to a particular issue. Furthermore, this approach according to Bhattacharjee (2012), gives contextual explanations and after-effects of a social phenomenon from the perspectives of subjects. The researcher views the implementation of the restructuring program as multifaceted, therefore the use of a qualitative research approach for the study.

In Ghana, studies conducted on organizational restructuring by authors such as Boah (2018), Kwaning et al., (2014), and Owusu et al. (2014) used a qualitative case study approach to achieve their study objectives.

In the arena of qualitative research, the researcher used a case study approach to realize the objectives of their study. Accordingly, Ahrens and Chapman (2006) concur that a case study approach is dominantly used in qualitative research. Furthermore, studies by Bhattacharjee (2012), concur that in case studies, a phenomenon can be studied and analyzed, for instance at the personal and organizational levels.

A case study approach can be used to explore the modern social phenomenon in a real-life situation as well as provides the researcher with more purposive sampling. Ahrens & Chapman (2006), found that a qualitative case study is an efficient way of having an in-depth and insightful understanding into organizational restructuring.

Finally, a qualitative case study approach assisted the researcher to understand the motive behind the adoption of the restructuring program as well as strategies for its implementation.

3.4 Population of the Study

The study population was made of strategic persons involved in the implementation of restructuring program at VRA, MOEn, and the Public Utility and Regulatory Authority (PURC) in the research setting, because of information richness as well as expert knowledge required to facilitate achievement of the research objectives. Respondents from MOEn and PURC were chosen because they had in-depth information from various committees that worked with VRA in their quest to restructure.

3.5 Sample Size

To generalize research findings in a larger population, it is significant that the sample of participants is characteristic of the population. The sample, therefore, is referred to as the section or portion of the population that is chosen by the researcher to represent the entire population (Creswell, 1994, 2013a).

In this regard, fifteen (15) respondents (persons with the ability and know-how to speak to the questions that the study sought to address) were interviewed. They are as follows: five from VRA, five PURC, and five MOEn, respondents were willing, not only to answer the questions but to provide correct and objective answers and to bear with the interviewer to go through the whole questionnaire. Fifteen respondents were chosen to validate the findings. According to Barnes and Vidgen (2006), to validate and cross-check the findings of qualitative research, the data must be triangulated. The fifteen (15) respondents were deemed appropriate since they captured all the necessary respondents who were relevant for the restructuring program at VRA.

In these cases, the researcher contacted the respondents individually and had a personal conversation with them. The conversation took place in a conducive environment, that is, a stressfree and friendly atmosphere. This according to Kumekpor (2002), will influence a respondent's willingness, not only to answer the questions but to provide correct and objective answers and to bear with the interviewer to go through the whole questionnaire.

Table 3.1: Number of Respondents for the Study

Respondents	Number
VRA	5
MOEn	5
PURC	5
Total	15

Source: Field Data, (2019)

Table 3. 2: Summary of Participants Interviewed at VRA, MOEn and PURC

Institution	Job Description	Age	Gender	Educational Level	Years of Service	Number of
Respondents						
VRA	Director	54	Male	Second Degree	19	5
	Manager	47	Male	Second Degree	14	
	Administrative Officer	43	Male	Second Degree	15	
	Planning Officer	43	Female	Second Degree	15	
	Administrative Officer	40	Female	Second Degree	12	
PURC	Director	55	Male	Second Degree	6	5
	Director	48	Male	Second Degree	12	
	Director	56	Male	PHD	10	
	Manager	45	Female	Second Degree	10	
	Manager	48	Male	Second Degree	14	
MOEn	Director	54	Male	Second Degree	21	5
	Director	56	Male	Second Degree	18	
	Director	56	Male	Second Degree	16	
	Administrative Officer	43	Female	First Degree	14	
	Administrative Officer	46	Male	Second Degree	14	
Total Respondents						15

Source: Field Data (2019)

3.6 Sampling Technique

Neuman (2007) posits that the procedure for selecting a sample from the targeted population for the purposes of making observations and/or making statistical inferences is known as sampling.

Sampling is crucial, particularly, when it is impossible to reach all subjects in the population of importance. It encompasses units (for instance, individuals, organizations) of importance for studying by the researcher to make a fair generalization of the outcomes into the area from which the unit was selected. To achieve the study goals, a non-probability sampling technique known as the purposive sampling technique was used.

Furthermore, this technique permits the researcher to employ a judgmental approach in choosing elements of the population to engage in the entire research process (Dive, 2008). Consequently, the adoption of purposive sampling enabled the researcher to decide who will provide the requisite relevant information to solve the research problem (Ashworth et al., 2007). Due to the in-depth knowledge as well as experience required about the origins, impact, and challenges of organizational restructuring program at the Volta River Authority, the researcher employed purposive sampling to enable him to recruit participants who have the requisite knowledge and experience.

According to Neuman (2007), purposeful sampling can be very useful in situations where the researcher needs to reach specific units or groups within the interest population. Saunders, Lewis, & Thornhill, (2009) argues in favor of using the purposive sampling method as it is best and most effective for the study. It offers the researcher the opportunity to select knowledge experts with the requisite information to investigate the phenomena under study.

The study examines the implementation of a restructuring program at the VRA, the opinions, and thoughts of experts are crucial in realizing the objectives of the study. These experts are the personnel involved in the restructuring program, their views were important.

3.7 Data Collection Process

It takes into account the data sources, instrument for collecting data, pre-testing technique, how respondents were selected, and their background, and finally why these respondents were chosen.

3.7.1 Sources of Data

Data used for the study were assembled from a primary and secondary source. Personal interviews were the sources of primary data. These interviews provided an opportunity for the researcher to produce enough data for the study (Neuman, 2007). Interviews are flexible in probing into unexpected issues during the data-gathering phase (Glazier and Powell 1992).

A semi-structured interview approach was used by them to gather data. This approach is well placed for exploring attitudes, morals, philosophies, and reasons, phenomena, or people and institutions, (Neuman, 2007).

Similarly, Qu and Dumay (2011), concur that semi-structured interviews produce efficient data gathering processes, this also permits researchers to have a clear view of the phenomena.

Kvale and Brinkmann (2009), view the semi-structured method of interviewing as a supreme and suitable way to assembling data since it is convenient, accessible and most essentially, it has the potential of bringing out vital and concealed information on complex situations out.

Semi-structured interviews enable respondents to express themselves in and comfortable with the languages they use (Qu & Dumay, 2011). This helped the researcher understand how respondents perceive and understand issues related to restructuring reforms program nature and implementation.

The study's objective is to examine the implementation of the restructuring program and so the researcher sought to understand the processes and strategies adopted in implementing VRA's restructuring from the perspective of the key actors. The instrument for collecting data was arranged in precise topics that arose during the review of the literature. This facilitated a direct conversation with respondents to topical issues that were stimulating.

Articles, books, reports, presentations, and other documents on the restructuring provided a secondary source for the study. The data collection method traversed for about three (3) months, from January 2019 to March 2019.

3.7.2 Data Collection Instrument

The pre-testing data collection instrument allowed for fine-tuning of the data collection instrument and also allowed the needed adjustments (Neuman,2007). Jones and Lyons (2004) are of the view that to increase the rate of response and the quality of responses, pre-testing of data collection instruments is very essential.

For the researcher to have validated content, an interview guide was pre-tested on selected respondents from VRA and PURC. The pre-test allowed the researcher to modify the interview guide since the respondents made valuable contributions. This allowed the modification to meet the study objectives.

3.7.3 Background and Selection of Respondents

Background information of the respondents was collected and analyzed to inform their suitability for the study. This is because the respondent's suitability played an important role in achieving the objectives of the study.

The information relevant for the study included the respondent's official designation, the role played in the implementation processes, and the respondent's years of experience. This information about respondents is essential since it reassures the researcher about the suitability of respondents and lends credence and believability to the quality of data.

Personnel from the VRA, MOEn, and PURC who were part of the implementation of the restructuring program were interviewed. Respondents were selected; first based on their involvement with the restructuring program at VRA and their years of experience.

The researcher chooses respondents involved directly or indirectly, in the restructuring processes. The next condition used in selecting respondents is their degree of participation in the implementation of the restructuring program.

VRA was chosen because it is the organization implementing the restructuring program to enhance its efficiency and productivity. VRA is an agency under the MOEn, the MOEn makes policy for organizations that fall under their jurisdiction for implementation. The PURC has a mandate of monitoring and enforcing the standard of performance of utility providers.

Interviews conducted during the data gathering stage, on average, lasted between forty-five minutes and one hour per a session. It is significant to emphasize that some respondents had more than one interview sessions with the researcher to clarify some of the issues they put forward earlier on. This also enabled the researcher to confirm and probe into statements raised by the respondents and check for consistencies in their responses.

Apart from interviewing respondents, the researcher depended on materials within the public domain. Materials used for the study included the VRA's quarterly magazine, as well as discussions from actors within the implementation arena and open source archival gave additional evidence apart from the interviews.

3.8 Data Analysis

Analysis of data makes sense from data collected from sources. If we knew that, according to Patton (2002), the data analysis clarifies what would have been the most important thing to study.

Data analysis transforms data into research results (LeCompte, 2000).

Researchers have proposed several approaches or techniques for qualitative data analysis. For example, in qualitative data analysis, LeCompte (2000) identified five major processes. Clean up; find items; create stable sets of items; make patterns and assemble structures among the five processes. Miles and Huberman (1984) believe that three flows of simultaneous activity consist of data analysis. Miles and Huberman (1984) identified simultaneous data analysis activities as data reduction; data display and conclusion.

Data reduction involves selecting, focusing, simplifying, abstracting, and transforming raw data appearing in edited notes. This occurs throughout the data collection research phase. In order to draw and verify conclusions, the large volumes of data collected or collected at this stage have been summarized.

The next flow of qualitative data analysis from Miles and Huberman (1984) is the data display. Data display relates to the organization and/or collection of information that enables the researcher to draw conclusions. Data display gives insight into what is happening and encourages further analysis (Miles & Huberman, 1984).

The final activity of the simultaneous flow of data analysis activities is to draw conclusions or make meanings from the reduced and displayed data. In drawing conclusions, it is necessary to note and take into account patterns, regularities, explanations of causal flows, proposals, and possible configurations (Miles & Huberman, 1984).

The study analyzed gathered data through qualitative analyzes and applied this method to a wide range of qualitative studies (Miles & Huberman, 1994).

First, interview data were arranged along with the purpose of the study. Second, data were examined in line with emerging themes identified through results analysis and discussion.

3.9 Ethical Considerations

The research was undertaken in accordance with the ethical basis in a qualitative research study.

This was to protect respondents and the sensitivity of the responses. Boateng (2016) and Creswell (2013) sum it up by agreeing, that research ethics is an integral part of carrying out a research study.

Besides, ethical considerations are concerned with the procedure that is applied to protect respondents where necessary. The study complied with all ethical principles and procedures.

An introductory letter was acquired from the University of Ghana Business School (Department of Public Administration and Management of Health Services) and shown as evidence for conducting the study. Participants have explained the goal and objectives of the research (informed consent) and they were assured of their views and opinions being anonymous.

3.10 Chapter Conclusion

The chapter identified and explained the study method used in conducting the study and the reasons for selecting it. The chapter also outlined the main components of a research methodology, which includes a research paradigm, research design, the population, and data sources and data collection process. The qualitative research approach was adopted in conducting the study. This enabled the researcher to obtain varied responses to enrich the study. The data were analyzed using a thematic approach. This analytical technique was adopted because it enabled the researcher to develop and analyze findings based on themes developed from the study objectives.

CHAPTER FOUR

DISCUSSION AND PRESENTATION OF FINDINGS

4.0 Introduction

This chapter presents analysis, discussion of findings, and the data of the research. Discussion and analysis were done based on four thematic areas. These thematic areas are related to the study objectives which are essential for the successful implementation of the restructuring program at the VRA. The four main topics also discussed the sub-themes emerging from the data.

4.1 Demographic Characteristics of Respondents

This section looks at the gender, level of education, job position, and the number of working years the respondents in the selected Agencies. The respondents were 10 males and 5 females. These respondents included heads of various departments such as Power, Strategy Planning, and Energy and administrative staff. Most of them have been in this capacity for more than five (5) years.

4.1.1 Gender

It can be argued that the participation of respondents in their organization, as well as the validity of respondent's views about the implementation of the restructuring program, are not influenced by gender differences. Gender differences in respondent's participation are not likely to affect the nature of the findings. Male dominance in the respondents is unlikely to affect the findings.

4.1.2 Level of Education

In terms of the level of education, thirteen of the respondents had their master's degrees in various disciplines. One respondent had a PhD and lastly, one respondent had a first degree. The level of

education significantly contributed to the diverse in-depth knowledge and experience of respondents.

4.1.3 Job Position

In reference to the job position, seven of the respondents were Directors, three were senior managers and five were principal administrative officers.

The level of education of respondents to understand the questionnaires written in the English language is likely to affect their understanding of the issues, and the reliability of responses to questions. This helped in enriching the study by providing diverse understanding and solutions to the research objectives.

4.1.4 Number of Working Years

The number of working years of respondents was considered. Most of the directors had more the fifteen years of working experience except one who had ten-year experience. All the three managers also had more than ten years' experience, and lastly, the administrative staff also had more than 10 years' experience. The respondents' work experience with their organizations gave a better insight into the implementation of the restructuring program at VRA.

4.2 Origin of Organizational Restructuring Programs at VRA

Programs are initiated within a legal framework, organizational mission, and ideological framework. The policy is intentionally designed to attain a stated objective or goal, it involves decision making and the consequences of those decisions. The policy is a structured document that determines how issues will be dealt with.

The MOEn is in-charge of the formulation and implementation of policies, programs, and projects as well as monitoring of power sector policies for all agencies under its jurisdiction this includes

GRIDCO, VRA, and Bui Power Authority (BPA). Furthermore, it also provides technical support and policy advice to the government of Ghana and the management of power-related programs.

The ministry also liaises with agencies like the PURC the regulator in the power industry and the Energy Commission which is by law by law to regulate and manage the development and utilization of energy resources in Ghana as well as to provide the legal, regulatory, and supervisory framework for all providers of energy in the country, specifically by granting licenses for the transmission, wholesale, supply, distribution, and sale of electricity and natural gas and related matters. This implies that the power sector is regulated and governed by a well-developed framework of laws, policies, and regulations. Each agency under the MOEn is regulated by a set of laws and policies.

The Volta River Authority an agency under the MOEn has a set of programs it is implementing as part of the reforms within the power sector intending to restructure its operations.

Some of these policies are:

- i. Increasing the generational capacity of thermal plants
- ii. Dividing VRA into semi-autonomous organizations
- iii. Reducing the cost of operation of thermal plants.

Findings from this study provide a better understanding of the restructuring program of VRA. The study found that respondents were abreast of the restructuring program of VRA. Most respondents were of the view that there were policies guiding the restructuring program at VRA.

An official from VRA asserted:

“I have seen the policy which originated from the government. I must emphasize that the restructuring policy document is not in the public domain.”

According to respondents from the VRA, PURC, and MOEn the policies for restructuring VRA is derived from the power sector reforms when the government realized that the hydro generation was not enough to supply electricity to the entire nation, therefore, the need to restructure the activities of VRA. From the field data, it was established that the restructuring of VRA is to make it lean and an efficient institution for it to concentrate on its core mandate of generating electricity. An official from PURC asserted:

“I believe the importance of having a policy of restructuring VRA is to position it to realize its full potential and also meet the power demands of Ghana in its quest for economic development.”

Policies are not developed in a vacuum, they are developed as a result of societal needs or problems, these policies can be reactionary, proactive, or preventive (Torjman, 2005).

Respondents attested to the fact that the restructuring policies were developed in response to the national power sector reforms which demanded that VRA concentrate on its core mandate of generating electricity, reduce the cost of operation of thermal plants and increase the generation capacity of thermal plants at a lower cost. According to an official from PURC when asked about what informed the restructuring program:

“The restructuring of VRA is for it to concentrate on its core mandate of generating electricity, restructure it to be competitive, where the non – power activities such as the hospital, the international school, and real estate departments can be an entity on their own where they are capable of managing itself and generating the needed resources for themselves.”

Some of the respondents from PURC further reviewed that the restructuring at the thermal section of VRA has increased the capacity of existing thermal plants through the converting of the singlecycle plants into combine cycle plants by using heat from the exhaust to power another plant.

An official from VRA added:

“VRA has undergone various restructuring aimed at improving its performance however when the legislative instrument establishing VRA was changed to electricity generation alone was the beginning of a major restructuring. The transmission department was changed into a full-fledge company Ghana Grid Company Limited.”

He was of the view that these changes informed the ministry of energy and VRA to develop a restructuring policy. Some respondents were also of the view that the policies were also aimed at using liquefied petroleum gas only on the thermal plant since that was cheaper than crude oil, therefore, reducing the cost of operations.

Developing a policy can vary, however, he gives some steps that must be followed. These include: Selecting the desired objective; identifying the target of the objective; determining how these objectives can be achieved; designing programs to achieve the objectives; implementing measures to address the objectives and impact assessment.

Implementing a restructuring program in an organization is a complex and multi-faceted task. The literature identifies various forms of implementation strategies bottom-up, top-down, onetime, and phased approach implementation. Respondents were of the view that the phased approach to implementation was adopted as opposed to the other strategies of implementation.

Findings from the study revealed that VRA used the phased approach to implement its restructuring program. Respondents were of the view that the policy documents contain the aims, the objective, program design, how to achieve the objectives of the restructuring, and how to measure success

and performance. Emphasizing the significance of the phased approach system of implementation, respondents from VRA said:

“The phased approach to implementation is the best especially in the implementation of such a complex program. The phased approach combines the benefits of a top-down and bottom-up approach to implementing programs. It allows for feedback on Problems that could be seen at the initial stages of the implementation process be corrected.”

Another respondent added:

“The phased approach gives comfort and avoids resistance during implementation. For instance, we have now registered some departments as a standalone entity that is now operating. For example, the health services department has its board, runs its accounts and stores systems the same thing is also being done at the schools”

Findings from the study revealed that there was a strong relationship with the assertion made by respondents that a phased approach was used in the implementation of the restructuring program. Policy implementation is the means of carrying out an imposing decision of the state. Policy implementation puts the objectives of policy adopters into action to accomplish the desired results. No policy can succeed if the implementation does not bear a relationship to the intentions of policy adopters. Policy implementation is the process of putting policy into action, however, in implementing policy it has to go through various stages before policy objectives can be achieved. The study revealed that the implementation of the restructuring program changed the structure and operations of VRA, these changes created uncertainties, which lead to strong resistance by staff groupings and persons who were affected most. It was thus important to manage these concerns. In addressing these concerns, the management of VRA engaged all staff grouping to allay their fears and anxiety. A change management team was instituted to go round various locations of

VRA's operations to educate staff on the need to restructure.

In responding to the steps for implementing restructuring at VRA a respondent has this to share:

“We started by educating staff about the need to restructure the VRA due to current environmental factors such as a legislative instrument that mandates VRA to concentrate on its core business of generating electricity.”

Another respondent from PURC had this to say:

“Before the start of restructuring the change management team went to all the operational areas of VRA and educated staff's on why the VRA needs to restructure, he also emphasized that both the leaderships unionized and senior staffs were engaged before the restructuring programs were rolled out, he further asserted that this was to prevent industrial unrest within the power generating industry.”

Policy implementation is not done haphazardly, it must go through a step by step approach. This is because restructuring implementation must follow a particular process since it does not happen in a vacuum. The findings from the study revealed that the departments under restructuring were first turned to special business units for four years to see their viability. Within these four years, they were given a performance target to meet. The planning and finance department monitored their activities to see the viability. It was after they were able to meet performance targets that they were transformed into full-fledged companies.

The response rate on this objective was quite representative and convincing enough to aid in subsequent discussions. According to the respondents from VRA, the following restructuring implementation processes are followed:

“All restructuring departments were turned into special business units (SBUs) and given specific objectives and goals to achieve. These included financial, customer care, internal

business processes, and training and development after which their performance was closely monitored.”

According to the primary data gathered, various departments set up goals and objectives taking into account the broader institutional goals for achievement in a particular year. The aim of such departmental goals is to work closely with the broader set of institutional goals for attainment in a given year. These goals are set for employees in various departments to work closely on, upon which performance appraisal could be made. Performance management systems are practiced using organizations developing job descriptions with detailed performance expectations being discussed with various employees. The account of these two separate studies depicts goals setting as necessary to the performance management process in organizations, without which nothing meaningful could be achieved.

Findings from the study revealed that VRA deployed a restructuring policy aimed at attaining the desired goal that will make it efficient, productive, and effective. The interactions with respondents revealed that VRA developed these policies because of pressures from the environment that have become a problem for the organization over the years. These policies are critical for improving performance at VRA and also address problems confronting it. According to the respondent at PURC when asked what ways the policies have been able to address the problem confronting VRA, the respondent noted:

“These policies were developed to make VRA concentrate on power generation and a net exporter of power, it also aimed at addressing the financial aspects of its operation and also make some departments of VRA stand-alone companies to exploit their potentials. However, as of now, we have not been able to operationalize the full potentials of the policy. The policies have at least brought about the formation of the VRA Hospital Limited,

VRA Schools Limited, VRA property Holding Company and also a reduction in the debt portfolio of VRA.”

Another respondent from VRA added:

“Although the policies for restructuring were developed to address the major problem that confronted VRA, I must say that it’s not been able to address all the problems confronting VRA. It’s been able to give some remedy, currently, all SBU’s are registered as companies, there are improvements in the financials, and the organization is undergoing reforms lead by human resources and planning departments.”

A respondent from the MOEn asserted:

“The policies are aimed at transforming VRA into an efficient public organization, and I must say that the problems confronting VRA are being addressed. Currently, there is evidence to show. This evidence can be seen in the financial performance of VRA, it has improved remarkably. Various boards for the affected department has been inaugurated.” Before power sector reforms in Ghana, electricity production was mainly from Akosombo and Akuse dams being operated by VRA (Edjekumhene, Bawa, and Brew-hammond, 2001). They further assert that when demands went up and Ghana needed funding to build thermal plants it approached the World Bank which demanded that Ghana develop a legal framework that underlines the reforms processes. According to Edjekumhene et al. (2001), this was the first step in bringing about power sector reform and improving power sector management efficiency into
futility.

Given this, Ghana developed a framework known as the Strategic Framework for Power Sector Development Policy in 1994 aimed at overhauling the power sector in which VRA is a stakeholder. According to Opam and Turkson (2000), the main objective of the reforms in the power sector was

to create competition and efficiency in the power industry and the breaking up of VRA into Strategic Business Units (SBUs)/corporate entity as prescribed in the 1994 Power Sector Development Policy.

When a question was asked respondents from VRA about the policy framework that is guiding its restructuring he commented:

“The restructuring program is guided by the Strategic Framework for Power Sector Development.”

Respondents from the PURC elaborated as follows:

“We know there is a policy on the restructuring of VRA which was formulated by stakeholders to address the turbulence in the power sector”

However at the MOEn when respondents were asked about the policy framework only one person confirm to have seen it among the four respondent and he had this comment:

“There is a policy framework on the restructuring of VRA emanating from a wide policy on the power sector reforms, however, every government that comes into power alters some aspects”

Although policies are made to address particular problems sometimes not all the problems are addressed, this may be due to lack of coordination, financial constraints, or inadequate implementation of the policy. This may lead to the policy not able to address some of the problems it was intended to address. Most of the respondents were of the view that implementing a restructuring program within VRA has been challenging, they mention challenges such as funding, employee buy-in, and political interferences.

When respondent from the VRA was asked what way have the policy not been able to address the problem confronting VRA they had this to say:

“Implementing such a complex program, the drafters of the policy may not have foreseen or anticipate that the program needed enough financial muscle to sail through.”

Another respondent from the PURC had this say:

“The policy has not been able to address the problems confronting VRA due to political interferences in the implementation process and again due to change of government. When government comes to power they change most of the top hierarchy who are in charge of the program both at the ministerial level and organizational level this causes undue delays. We are also confronted with a financial problem which is also making achieving some major milestone difficult.”

4.2.1 Reasons for Restructuring at VRA

Restructuring is one of the strategies organizations develop to deal with poor performance, it is a chance for organizations such as those in the public sector to adopt new strategies, and also to achieve financial credibility, productivity, and efficiency. Organizational restructuring is, therefore, a process of altering lawful, the title, operations, or other structures of the organization for them to be more lucrative and be organized to meet its daily needs. The restructuring may arise as a result of changes in the ownership or structure of ownership in reaction to a crisis or major changes in an organization such as insolvency. It may also be as a result of new regulation at the industrial level or government legislation, repositioning, or buyout.

Organizational restructuring is often set in motion when certain indicators in the organization’s environment precipitate it when this happens managers initiate reforms aimed at restructuring its activities. Finding from the study revealed that, the purposes for restructuring vary from concentrating on its core mandate, attainment of financial resiliency, being competitive to attaining operational efficiency. This is because over the years VRA is not competitive compared to its

competitors. Its competitors operate a lean business portfolio, however, VRA operates other business portfolios such as hospitals, schools, and real estate aside its core business of generating electricity. This makes VRA uncompetitive and inefficient in the energy-generating industry. When respondents from VRA were asked if they can kindly state the main reason behind the restructuring of VRA. They unanimously made this comment:

“VRA used to have a mandate of generating, transmitting, and distribution on electricity. However, with the change of LI to generating electricity VRA has to restructure its operation to meet its new status and this is also aimed at having an efficient and effective public organization that is capable of meeting the electricity demands of Ghanaians. Another reason was the dwindling financial performance of VRA couple with its large assets”

Another respondent from VRA commented as follows:

“The reasons are for VRA to concentrate on power generation, be a net exporter of power and address the financial aspects of its operation and also make some departments of VRA stand-alone companies to exploit their potentials. However, as of now, we have not been able to operationalize the full potentials of the police.” In the words of an official from MOEn:

“Over the years the debt stock of VRA has increased to a level that if their debt is not restructured it could collapse the entire banking industry and as you also know the mandate of VRA has changed to electricity generation alone currently that is its core mandate. This also brings to bear the other non-core operation of VRA such as the real estate, health services, and schools which was also a financial burden on the activities of VRA, therefore, the need to transform them into standalone companies as part of the restructuring.”

Another respondent from PURC added:

“The reason for the restructuring of VRA is to make it more competitive with the introduction of combine cycle plant and usage of LPG for thermal generation rather than crude, this is to cut down operational cost. Separating non-core activities from core operations of generating electricity is design to inject efficiency into the power sector.” Organizational restructuring is initiated as part of reorganizing some or all aspects of an organization structure to increase its efficiency and profitability thereby attain higher performance. Organizational restructuring is also seen as a strategic tool employed by organizations such as those in the public sector to boost the value of the organization in the face of pressures from the environment within which it operates. These pressures can be technology, financial, decision to contract or expand as well as competition. Interview results indicated that VRA was restructuring its internal processes by introducing an internal mailing system, eliminating paper requisition to using online requisition, and combining some departments to make them one. Findings further revealed that VRA was restructuring its finances to make it more financially resilient and also restructuring some of its portfolios such as health services departments, schools, and real estate. Respondents were of the view that VRA is implementing the constructional approach of restructuring to make a lean organization.

When a question was posed to respondents about what the restructuring of VRA seeks to achieve respondents from VRA asserted:

“The restructuring seeks to reorganize the financials and also make VRA a lean and efficient organization capable of harnessing its resources aimed at generating electricity to power the homes and economic activities and also introduce technology such as wind turbines. The other aspects are for VRA to concentrate on its core mandate of generation.”

Another respondent from PURC explained:

“The restructuring of VRA seeks to bring in the efficiency, this is through the change of mandate of VRA that is VRA should concentrate on its core activity of producing electricity.”

A from MOEn added:

“The restructuring of VRA is aimed to bring in the needed finances and also restructure the debt of VRA into long term debt rather than the current short term. The other reason the restructuring seeks to achieve is weaning other non-operation from the activities of VRA so that it concentrates on generating electricity. VRA has no business operating a school, real estate, or hospitals.”

4.3 Impact of Organizational Restructuring on VRA

The study revealed that before the inception of the restructuring program at VRA their operations were having deficiencies that affected their performance. It also revealed that the general performance within the power industry had many challenges that affected both domestic and economic activities.

Organizational performance can be categorized into two, financial and non-financial performance. Non-financial performance can be assessed using key operational indicators like market shares, customer satisfaction. However financial performance measures how well an organization uses its assets to generate revenues. Financial performance is assessed by key financial performance indicators such as return on investment, return on assets, and net profit. This implies that one way of achieving higher performance and productivity is for organizations to have a low cost-effective operational strategy.

The power sector of Ghana of which VRA is part over the past decades has been plagued with challenges that have resulted in a considerable economic impact on its economy. This shows how

serious the challenges and performance of VRA was before the inception of the restructuring program. Despite the various policies by stakeholders to guide industrial players in the operations within the electricity generation sector, it was unfortunate that it's not been able to yield satisfactory results.

Interviews conducted for the study indicated that before the restructuring program VRA's debt profile was so high that sometimes it could not get a letter of credits to purchase crude oil. This was coupled with low investment in technology and operational inefficiencies.

When respondents from VRA were asked what was the performance of VRA before the start of the restructuring program. A respondent from MOEn sated:

“VRA's performance can be categorized as financial, internal business processes, and operational efficiencies. The financial performances of VRA before the inception of the restructuring program was bad, it got to a time we could not even establish a letter of credit to buy crude oil to power our thermal plants. We have to fall on our creditors to pay staff salaries and benefits and customers were also not satisfied with the performances. We could not meet our yearly performance target to the State Enterprise Commission (SEC).” Another Respondent from VRA added:

“The performance level was very low to the extent that it affected our ability to execute our core mandate, Ghana has to import electricity from Cote d'voire so supplement what we could generate here.”

A respondent from PURC sated:

“Initially VRA didn't have the full technical competencies to manage its thermal plant's couple with overstaffing at the plants made it difficult to achieve operational efficiency. The debt of VRA was also bad that it found it difficult to raise the necessary funds to

purchase crude oil and to develop other projects, we have to postpone some of our strategic project due to lack of funds.”

Respondents from MOEn sated:

“The annual performance of VRA indicated that their financial, operational, and business process was not good and sustainable therefore needed some reforms. There were low operational efficiencies, coupled with low investments in projects that could enhance electricity generation.”

4.3.1 Impact Restructuring Program on Performance of VRA

The purpose of every restructuring program is to improve the performance of an organization when it is faced with competition, technological, financial, and structural challenges. Accordingly, restructuring programs in public organizations have enabled them to respond to pressures more quick and effective way thereby increasing performance. Consequently, organizational restructuring can be felt in the financial performance of organizations. The restructuring has helped in streamlining cost, increase productivity and revenues, improve employees' welfare, shareholder's wealth, enhance efficiency, and improve performance. Organizational restructuring has proven to have a positive impact on organizations' performance. This implies that the restructuring program being undertaken by VRA may yield some positive results. Comparative studies by Bowman et al. (1999) on organizational indicate that organizations that implement the three strategies (organizational, portfolio, and organizational) of restructuring yields more positive results than those who do not. This is confirmed by a study by Rainy et al. (2012) which concluded that the implementation of all the three strategies of restructuring has a positive effect on the performance of an organization.

Findings from the study revealed that the implementation of these strategies has increased the market value, profitability, shareholder value, and overall increase the operational efficiency and effectiveness of VRA. An interview response from a respondent from the VRA when asked whether the restructuring program has improved the performance of VRA a responded from PURC stated:

“The performance of VRA has shown positive results, there is an increase in revenue and reduction in administrative cost, comparing the financial statement of 2016, 2017 and 2018 it indicates that VRA consistently decreases its losses and we are poised to make profit in 2019. This is an indication that the market value, profitability, and shareholder value has increased due to efficient and effective operations.” Another respondent had from the VRA added:

“As part of the restructuring employees who have not been promoted for over eight are now been promoted this is motivating us to give our best performance. Our customers are now happy with our services because we are now able to meet their demands. Through this restructuring we have been able to attain operational efficiency and the market value of VRA is also gone high.”

When respondents from PURC were asked a similar question he asserted:

“Generally there is much improvement in the performances of VRA and this is as a result of the restructuring. The balance sheet of VRA showing positive results, they have consistently decreased their debt stock and I must say that VRA is now positioned to break even or make a profit. All these have been achieving through the efficient management of VRA.”

Respondents from MOEn added:

“Currently there is high utilization of VRA’s assets resulting in profits also the operational cost is now low. The market share of VRA has also increased. Currently, there is financial efficiency, increased commercial activities, enhanced internal processes, and improvement in plant efficiencies, this has enhanced the performance of VRA. I must also emphasize that currently if VRA should work hard it can make a profit since it’s been able to lower its debt stock to a level that is very significant to its operations and the economy of Ghana.”

4.3.2 Specific Impact Assessment Criteria at VRA

The instability and complication nature of the global business arena has given rise to a competitive environment that is central to the issues of performance measurement systems aimed at improving the performance of public organizations. This implies that competitiveness in the business environment places many responsibilities on public organizations’ performances, given the important role performance measurement plays in developing a competitive business environment. This implies that to measure the specific impact of organization’s performance during and after restructuring a performance assessment measure has to be developed. Performance assessment measure assesses the future performance of the employee and their organizations. Furthermore, it also explores new strategies in achieving organizational goals and objectives.

Performance measure includes the financial and non-financial perspective of an organization such as internal business processes, customer perspective, and product innovation perspective based on the balanced scorecard (BSC). BSC assesses the performance of organizations by gives credence to non-financial and financial data of an organization.

The BSC encompasses assessments the enable officials of organization to have a holistic view of its performances. BSC evaluates organizations not only through financial means but also through non-financial means such as customer satisfaction, internal processes, and the capability to

improve. BSC is used as a management system to link, enhance, and bring efficiency into the organization. When BSC is adopted as an organizational standard, it is cascaded to its strategic business units or its departments as a strategy to achieve organizational and employee performance and also serve as a tool to measure organizational and employee performance based on their key performance indicators. This, therefore, means that performance measurement is a strategic tool used by making decisions to understand the progress leading to achieving outcomes of a strategy put in place by organizations.

Finding from the study revealed that VRA uses the Balance Score Card (BSC) to assess the performance of its staff, project, and programs. When respondents were asked to state the specific performance assessment criteria being used to assess VRA, its staff, and its projects or programs.

A respondent from VRA had this to say:

“VRA, we use the Balanced Scorecard as a performance measure and assessment for our employee, organization, and projects. BSC has been adopted by VRA as a tool to achieve organizational performance, at the beginning of the year employee set targets based on key performance indicators on the performances the organization wants to achieve in the future. Similarly benchmarking, management by objectives, and total quality management is also employed as an organizational performance measure to assess the performance of VRA.”

Restructuring in public organizations is initiated to empower them to face stiff competition, attain effective and efficient operational capacities therefore also increase performance. It is prudent to develop an assessment criteria to measure the objectives the program seeks to achieve.

4.4 Challenges Restructuring Program at VRA

Implementing a restructuring program in an organization is normally associated with challenges, this is as a result of factors described by Lin, Lee, and Peterson (2006) such as challenges in the process which includes, lack of buy-in; anxiety, and low staff morale of employees which affects performance; financial constraints; legal and political challenges; challenges of physical separation of each office/ departments; redundancies and its associated litigation.

However, this may inevitably, cause irritations inside and outside the organization and may result in inefficiencies in the operations of the organization. Jin et al. (2005) assert that changes in the organization may cause uncertainty among employees and this has the tendency of affecting the emotions and competencies of employees.

When challenges are not seen and addressed early it can affect the whole process of restructuring implementation.

Major hurdles of policy implementation in Ghana, especially in public organizations are employee buy-in, political interferences, and allocations fund. Findings from the study revealed that out of the 15 respondents 12 were of the view that financial constraints, employee buy-in, and political interferences were some challenges associated with the restructuring at the VRA.

This was confirmed when respondents from VRA were asked to outline four internal challenges associated with the restructuring strategies. A respondent said:

“This has dismantled the structure of VRA so there is a sharp contrast in terms of conditions and benefits; Restructuring has caused opposition amongst employees and trade unions; beside,, restructuring may require VRA to initiate some redundancy which will mean fierce resistance from employees and lastly restructuring relating to technology may also cause the structure to change more since those who can’t cope with such changes may have to resign or reassign.”

Challenges associated with restructuring strategies can be also viewed from an external perspective. That is the external challenges that are associated with the restructuring strategies. The study revealed that some of the external challenges were political interferences, stakeholders, donor agencies, and allocation of funds by the government.

When a question was posed to a respondent from VRA to outline four external challenges associated with the restructuring strategies. A respondent for VRA asserted:

“Political forces associated with the implementation is so great that some aspects have to be postponed; furthermore the financial commitment from stakeholders is not forthcoming; interferences in the implementations plan from stakeholders, the trades union congress is not in agreement with some aspects of the strategies such as employee layoffs, and lastly pressures from donor agencies such as international monetary fund (IMF) and World Bank.”

Challenges associated with the implementation of strategies may have implication for VRA, these implications may either be internal or external to the operations of VRA. Findings from the study revealed that out of the 15 respondents 13 agreed that internal challenges had an effect on employee morale and this was not promoting a good working environment. Out of the 15 respondents, 11 agreed that external donor agencies, industrial stakeholders, and the government were not happy about the delay in the implementation processes. When a respondent from VRA was asked about the implication of the challenges in the implementation of the restructuring strategies. She said:

“Internally there was low morale of employees coupled with uncertainty on how the restructuring implementation processes would impact employee attitude towards work. However, I trust that leadership of VRA will address all these pertinent challenges associated with the implementation.”

Another respondent from PURC added:

“Donor agencies and government of Ghana that provided funding and technical support for the program are not happy with the implementation processes therefore funding for the program has slowed down.”

Restructuring strategy implementation is always associated with challenges as in any strategy implementation however leaders must be able to put in measures aimed at addressing these challenges for the strategies to realize its goals/objectives. Findings from the study revealed that out of 15 respondents 13 were of the view that the leadership of VRA put in place measures to address challenges associated with the challenges. These included strong leadership commitment, stakeholder’s engagement with government, a trades union, employee, and donor agencies. When a question was asked by a respondent from VRA that they should outline four ways that were used to address these challenges. A respondent noted:

“Firstly leadership of VRA was committed to the restructuring processes and the institution of a change management team who went round all operational areas of VRA to interact with the employee on the need to restructure; secondly VRA management also held forums at all operational locations, this was also aimed at giving employee chance to ask questions about the mode of restructuring; thirdly staff groups which comprise of unionized staff and senior staff leaders also engaged management on issues concerning staff benefit and welfare during and after restructuring and lastly employee were encouraged to give their best performance.”

In addressing challenges associated with the implementation of the restructuring program, it may either delay or change the implementation processes of some of the strategies. Findings from the study revealed 10 respondents out of the 15 agreed that these challenges cause the delay in releasing of funding and technical assistance to the program, therefore, changed the

implementation processes. Employee resistance was also a major challenge that affected the course of strategy implementation. This was confirmed when a question was asked if the challenges caused or changed the implementation of some of the strategies. A respondent from VRA stated: *“ Since employees were resisting changes that associated with some of the strategies it caused a change in the implementation plan for example employees resisted redundancies of staff, therefore, staff from the affected department were rather seconded to the new companies rather than going home with a severance award.”*

Furthermore, another respondent from PURC added:

“We kept the pressure on the government to avoid the sale of assets to private entity thereby also caused changes in the strategy implementation processes.”

Due to these challenges, employees were dissatisfied with regards to the timing of the implementation, both junior and senior staff blame the ministry and government for that.

Policy needs an understanding of the personnel involved. Employees might become apathetic to the restructuring program due to a lack of understanding and fear of the unknown. Accordingly, Van Horn and Van Meter (1975) asserts, the mood of the employee concerning the refusal or approval of policy will indicate how it was delivered. The study revealed leadership of VRA did explain to employees about the processes and benefits the VRA stands to gain despite the challenges associated with the restructuring.

4.5 Strategies or Steps Implement of Organizational Restructuring at VRA

The study revealed that restructuring at VRA started when the manager and stakeholders realized the need to restructure the activities of VRA when it couldn't supply the entire nation with electricity. Furthermore when there was competition from IPP, operational deficiencies, financial

constraints, and the amendment of the Volta River Development (VRD) Act, Act 46 of the Republic of Ghana.

According to Norley et al. (2012) the restructuring program starts with the aim of rearranging the legal, ownership, operational, or other structures of an organization with the resolve of making it profitable and better organized to meet its immediate needs.

Findings from the study revealed that VRA is implementing restructuring strategies as a means of sustaining its activities and achieving operational efficiency. Interviews with respondents indicated that the strategies being implemented are aimed at addressing the financial constraints of VRA, making VRA a lean company by converting some non-core departments into Limited Liability Company and also transform its internal process by adding ICT in its processes. When respondents from VRA were asked when the restructuring program started this explanation was given:

“The restructuring program started as a broader power sector reforms in 1994. Restructuring began when the law that established VRA was amended coupled with financial and operational challenges.”

Another respondent from PURC:

“The restructuring program began when there was a looming crisis with power demand. Furthermore when VRA didn’t have the financial muscle to curtail the crisis and the amendment of the VRD Act, Act 46 that limited VRA to only power generation as its core mandate.”

A respondent from MOEn also asserted:

“The restructuring processes were started when the shift in the power sector structure in Ghana was anticipated to affect the financial, operational, and the structure of VRA. This has to be done to save the entire power industry and also some financial organizations since the effects could be grievous for the whole economy of Ghana.”

4.5.1 Types of Restructuring Strategies at VRA

At any given time, the leadership of organizations employ various strategies when they want to restructure, these strategies are normally based on theories and principles that have been tried and tested. Consequently, leaders use these strategies depending on the given settings and the objectives they want to achieve. These strategies included: financial, organizational, and portfolio restructuring (Bowman & Singh, 2013; Heugens & Schenk, 2004)

Strategies are plans, pathways, direction, and scope that determines the way to achieve goals and objectives with resources and skills available, this gives an organization the competitive edge in its current unstable environment, with the idea of fulfilling stakeholder expectations (Johnson et al., 2008).

Hill et al. (2015) assert that strategies are the actions leaders/managers make or undertake to increase organizational performance. The main purpose of strategies is to achieve superior performance, and if superior performance is obtained by the organization then, the organization is said to have a competitive advantage over its rivals.

The studies revealed that VRA was implementing strategies such as financial, portfolio, and organizational to address its financial challenges, operational inefficiencies and also reduce and turn some non-core department into limited liability companies.

When a question was posed to a respondent from VRA to elaborate on the types of restructuring strategies he had this to say:

“The restructuring strategies that are being deployed by VRA is of threefold, it involves the detachments of some departments from VRA to form new organizations the aim is for these departments to realize its full potential, there is also the ongoing internal restructuring of the operations of VRA this being done by the Human Resources Department (HRD) and

Planning Department this will see the merger of some department and the introductions of Information Communication Technology (ICT) which includes corporate emails, business skype oracle technology aimed at enhancing the internal operations of VRA. The last strategy is to make VRA financially viable by reducing operational cost with the introduction of the paperless system, relying on gas to generate electricity rather than crude which is expensive, converting thermal plants from single to combined cycle.”

Another respondent added:

“The strategy VRA is employing is contractionary, this is to make the organization lean by making some of its department a company on its own; as part of restructuring the finances, the debt of VRA has been consolidated through a third party which is paying it off, then restructure it into a long-term debt with a low-interest rate. There is also another operational restructuring strategy aimed at enhancing operational efficiency.”

A respondent from the MOEn had this explanation:

“The strategy is to restructure the financials of VRA, this involves the introductions of the Energy Sector Levy Act (ESLA) 889 to address the financial operation of VRA. To this end, VRA’s debts to other institutions are being consolidated through a third party who will then transform it into long term debt with low-interest rates. The introduction of operational changes such a paperless system and relying on gas and transforming thermal plants single to combined cycle.”

A respondent from MOEn stated these views:

“Organizational restructuring strategy, financial restructuring strategy, and portfolio restructuring strategy.”

A respondent from PURC stated:

“The type of strategies employed is aimed at making VRA competitive in the face of stiff competition coming from the private sector due to the deregulation in the industry. This is to make VRA concentrate on its core mandate, the first is how to turn around the assets of VRA into cash rather than servicing those assets with funds coming from generation. This is being done by converting those departments into companies that can generate the necessary funds for its development.”

He further asserted:

“As part of the strategies, VRA has initiated debts recovery plans to recover all its debts from its customer and also rely on gas for generation rather than crude which is expensive. The introduction of various ICT models such as paperless and rearrangement of some designations is also aimed to enhance its operations.”

However, another respondent from PURC explained:

“The type of restructuring strategy being implemented by VRA is affecting three areas, the portfolio, finances, and operations.”

The study also discovered that restructuring strategies were affecting these departments namely Health Services Department, Real Estate Department, and VRA Schools.

4.5.2 Organizational Restructuring Implementation Strategies at VRA

Organizational restructuring strategy development is a multifaceted and challenging process, this implies that leadership must devote their time, effort, and resources in the selection of a strategy that will ensure the success of their organization. However, the strategy stands little chance of success unless it is implemented well. This brings to bear how effective implementation of the strategy is critical to the success of organizational restructuring. The strategy is an expression of

future hope and aspirations, this has practical implications on the organizational operations and activities. These implications mean that restructuring must be thought through before implementation. Restructuring strategy implementation requires organizations to put initiatives in place which are focused and realizable.

According to Nickols (2016) strategy is the process by which organizations translate a chosen plans of actions and activities, which will steer the organization in the direction set out in the strategy that will enable it to achieve organizational objectives. The finding from the studies revealed that before the implementation of restructuring strategies VRA established objectives for the restructuring, communicated the objectives to all industrial players and employees, and also allocated funding for the restructuring program.

This was confirmed in an interview with a respondent from VRA. According to him:

“VRA and its stakeholders established the objectives for restructuring, after which it’s the objectives were communicated to all industrial players and employee, we allocated resources for the execution of the strategy proceeded with the formulation of policies for the execution of strategies, mechanism for measuring the performance of tasks and activities were put in place.”

A respondent from PURC said the following:

“The restructuring implementation was done first by agreeing on the objectives of the strategies. This was followed by communication of the objectives to staff for buy-in and the allocation of resources which includes financial and human resources.

Performance benchmarks were also put in place to measure the strategy implementation processes.”

An official from MOEn explained:

“The implementation strategies was to realize the objectives of the restructuring, this involved crafting of objectives for the restructuring by stakeholders, communicating the objectives to the staff of VRA, allocating of resources, implantations of strategies and strategy evaluation against benchmarks.”

Strategy implementation is aim at achieving strategy objectives therefore the aim of implementing restructuring strategy is to realize the goals and objectives for implementing such objective against the stated benchmarks or performances. Interviews conducted indicated that there were visible outcomes as a result of implementing restructuring strategies. The balance sheet of VRA showed positive compared to when restructuring had not begun. A look at the operations showed positive as compared to before restructuring it indicated a high operational efficiency and organizational effectiveness. The total outlook of VRA showed that restructuring strategies have increased the competitiveness of VRA.

An official of VRA had this to say when asked to outline four goals that can be seen as a result of implementing restructuring strategies:

“The objectives of the restructuring was to separate the Health Services, Schools, and Real Estate as a separate entity I must say that this has been achieved. The financial health of VRA has improved remarkably due to the implementation of restructuring strategies couple with the introduction of various cost-cutting strategies such as elimination of paper requisition to online requisitions and the merging of some departments into one are some of the results of the restructuring.”

A respondent from PURC had this explanation:

“VRA can focus on its core strength of producing electricity rather than having divided attention, the needed technology has been acquired, and there is financial stability when

you take a look at the balance sheet of VRA. There are also operational deficiencies as compared to before restructuring, and lastly, evidence can be shown that some department example health services department is now VRA Health Services Limited.”

Restructuring strategies are implemented based on the objectives an organization wants to achieve. This implies that implementing these strategies is vital to the survival of an organization. Without implementation, every important strategy becomes useless (Aaltonen & Ikävalko, 2002). This shows how restructuring strategy implementation is important to organizations. Bowman et al. (1999) posit that initiating restructuring strategies may be visible in a few years or longer years. In the opinion of the authors, what matters most is the economic effects of the strategy? They further assert that to know whether the strategies have yielded their objectives, the actual output should be measured against the organization's intended outputs (goals/objectives).

The aim of implementing a restructuring strategy at VRA is for the strategic objectives to have a positive impact on the operations of VRA. Findings revealed that when the output performance of VRA was measured against intended objectives of the restructuring it showed that restructuring has impacted positively on VRA. When an official from VRA was asked if the restructuring strategies have impacted positively on VRA he asserted:

“The restructuring strategies have impacted positively in the operations of VRA in the following ways, it has lowered the operational cost, and it has built a financially resilient organization and also improved shareholder value.”

A respondent from PURC also added:

“The restructuring strategies put in place by VRA has yielded positive results, there is now operational efficiency, lower debt portfolio, and lower cost of operations.”

Respondents also from MOEn also explained:

“The strategies that were initiated as part of power sector reforms aimed at restructuring VRA have so far yielded some positive results. This can be seen in the balance sheet of VRA and also mirrored in its operational efficiencies.”

Strategy implementation is the most difficult aspects of strategy process because the implementation aspects take a lengthier time than formulation, implementation involves more people and greater task complexity (Andrews, Beynon, & Genc, 2017). Hence, Jenkins, Breen, Lindsay, and Brew (2003) are of the view that implementing a strategy in an organization is seen as fighting a long bloody battle that has a high tendency of failure. This implies that when implementing restructuring strategies, some of the goals and objectives may not be achieved within the stipulated time frame. The study identified that not all of the objectives have fully been met. It was anticipated that restructured departments should have the complement of their staff, however, employee of VRA are on secondment to affected departments.

When respondents were asked to outline four goals/objectives that have not been achieved even with the implementation of restructuring strategies. A respondent from VRA stated:

“One of the goals was to have a full-fledge company with its staff from the separated departments however VRA has to second its staff to these companies that have been separated from VRA. Another goal was to meet customer demand which has not been met fully”

Another Respondent from PURC added:

“Although VRA has achieved a level of operational efficiency and effectiveness and profitability there is still room for improvement in its operations and profitability level.”

4.6 Conclusion

This chapter analyzed data, gathered from the field through both primary and secondary data collection tools. The data collected was analyzed thematically from the study objectives. The chapter also discussed data collected from all study respondents to review policies, strategies, and challenges in the Volta River Authority's implementation of a restructuring program. Data analysis revealed the impact and challenges of the restructuring program.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.0 Introduction

This study sought to assess the origins, impact, and challenges of the organizational restructuring program at the VRA. To achieve the objectives of the studies, interviews were conducted at MOEn, PURC, and VRA using purposive sampling in the selection of the participants.

The chapter gives a summary of various findings that were revealed in the study and then draw conclusions from it. Besides, based on the analyses, recommendations are made to the different stakeholders on how to improve in the implementation process and also provide solutions to challenges associated with the implementation of restructuring program are presented in this chapter.

5.1 Summary of Key Findings

The summary of the studies is divided into three themes developed from the research objectives. Below are the summarized findings.

5.1.1 Program and Policies of Organizational Restructuring at VRA

The study revealed that the restructuring of VRA was a result of the turbulence in the power sector of Ghana. This propelled the government to initiate reforms within the power sector by providing a strategy and road map for the realization of the objectives of the reforms. The study also found that the phased approach was used for the realization of restructuring outcomes.

In addition to the above, the study has shown that there was a well-developed policy aimed at increasing the generational capacity of thermal plants at a minimum cost, dividing some VRA into semi-autonomous units, and reducing the cost of operations of thermal plants.

The restructuring program was given an incredible political and administrative assistance and commitment from stakeholders. This assistance was demonstrated through the development of a national policy on power sector reforms. The stability of the power sector reforms programs and its sustenance is attributed to the commitment of every party that forms the government. The results revealed that VRA implemented financial, portfolio, and organizational (operational) restructuring program aimed at enhancing efficiency, productivity, and profitability. These three strategies are; one portfolio (asset) restructuring which can be seen as an expansionist and reductionist restructuring program. The second strategy is taken as financial restructuring which concerns a firm's capital structure between debt and equity. Organizational (operational) restructuring is the last group taking into account changes in the firm's management structure. The study revealed that VRA is engaged in all three restructuring strategy and it has impacted positively on its operations.

The study found VRA's portfolio restructuring to be a reductionist approach, thus, make VRA lean. Because of that VRA registered some of its departments such as health services, schools, and real estate into VRA Health Services Limited, VRA International School Limited, and VRA

Property Limited. However, the financial restructuring was concerned about debt restructuring, where VRA's short term debt and those that will mature within the next five years were restructured through a third party into a long term debt with a low-interest payment.

The study also revealed that organizational (operational) restructuring in VRA was aimed at operational efficiency and cost reduction. It also found that as part of organizational restructuring some departments were merged and ICT also introduced business for skype, internal mail system, oracle business processes where staff can make online transport request, perform HR and other procurement and or store processes and finally check pay-slip online.

The study established that the market value, shareholders value, and organizational efficiency and effectiveness were attained resulting in good performance due to the restructuring.

5.1.2 Challenges of Restructuring Implementation Program at VRA

The study revealed major challenges such as financial issues (inadequate budget), employee buyout, and political interference. The Volta River Authority has been facing challenges in the implementation of the restructuring program aimed at enhancing efficiency and effectiveness it is the belief by a stakeholder that this will also enhance performance. Internally VRA has been facing challenges such as inadequate communications, resistance to change, high cost of restructuring, and political interferences. The study revealed some measures put in place to overcome these challenge. It included the following; employee engagement to establish a communication link between management and employees. The aim was to establish trust between both parties. Furthermore, to address the political interferences it broadens the scope of engagement between all political actors in the implementation processes. To address inadequate budgetary allocation VRA engaged with the Government of Ghana through the MOEn for them to develop a strategy that ended it.

Findings revealed that challenges in the implementation of the restructuring program by VRA were found to be widespread. This suggests the adoption of guidelines and mechanisms to reduce these challenges for the achievement efficient restructuring program.

5.1.3 Impact of the restructuring program at VRA

The aims and objectives of the restructuring program were to improve performance at VRA. The impact of every program is measured by the objectives that were set during the deployment of the program. The restructuring program was a result of pressures such as competition in the power sector, financial, technology, and structural challenges. This called for the restructuring of VRA to enable it to respond to these challenges. According to Prahalad (2000) restructuring programs in public organizations has enabled them to respond more quickly and effectively to pressures thereby increase performance.

The study reveals that the implementation of the restructuring program has impacted positively on the performance of VRA and this assertion is based on the objectives of restructuring VRA. The study also discovered that VRA had a performance assessment indicator that measures the performance of its staff, the organization, and its projects and programs. It also revealed that the market value, shareholders value, profitability had increased because of the restructuring program, this has also enhanced the operational and administrative efficiency/effectiveness of VRA.

It can, therefore, be concluded that the implementation of the restructuring program has enabled VRA to achieve operational excellence, financial resiliency, and proper utilization of resources, increase profitability, market value, and shareholder value.

5.2 Implications of the Study

This research aimed at assessing the origins, impact, and challenges of organizational restructuring program at the VRA. Some important issues were revealed concerning restructuring programs in public organizations in terms of contributions towards theory and literature.

5.2.1 Theoretical and Literature Contribution of the Study

In explaining the restructuring program at VRA, the institutional theory was useful. Under the institutional theory, institutions exercise constraining influences in the environment, this is known as isomorphism, this influence is exercised on individual organizations (Deegan, 2000; DiMaggio & Powell, 1983). The constraint within the environment influences organizations to adopt practices of other organizations that have similar constraints within the environment.

Scott (2018) is of the view that for organizations to thrive in a competitive environment, it must conform its activities to rules, principles as well as a belief system that exists in the environment. This means that organizations that do not adhere to the norms and culture in the industry are bound not to be competitive.

In applying the institutional theory to this study, the roles of other institutions may be deemed to have some level of influence on the activities of VRA. Some of these institutions may be within the country or outside the country. In the case of coercive pressures, the institutions may put pressure on some institutions to change their practices. These pressures may be as a result of laws or rule within the environment or technical assistance within its operations. On the issue of mimicry, the institution may decide to mimic what other countries are doing which seems to be appropriate within that context and may fully apply to the entity involved. The normative pressures come when there is a need to follow some best practices locally or internationally to strengthen

the way the organization operates. It could also be in a case of associations where members are required to act in a way that may not contradict what others are doing.

The Volta River Authority is expected to adhere to policies regulations and legislative instruments that established it. For example, VRA has a mandate to only produce electricity however it owns other business portfolio mix that is a drain to its finances.

Currently, VRA is undergoing a restructuring program that is very important in the life of every organization, it is aimed at achieving optimal performance and efficiencies in all aspects of its operation. VRA does not operate in isolation, it is part of APUA, its membership means the association influence how it operates. As a member of APUA VRA also learn best practices within the industry from its membership.

Various studies of restructuring examined quite a number of themes aimed at improving the performance of organizations. Nonetheless, the many studies conducted on restructuring have concentrated on certain issues that this study covered (Bowman & Singh, 1993, 2013; Bowman et al., 1999; Heugens & Schenk, 2004 ; Essegbey & Ofori-Gyamfi, 2012; Kwaning et al., 2014).

For instance, the study confirms the assertion that employee buy-in, political, and administrative interferences were a hindrance to the restructuring program as postulated by (Zafar & Naveed, 2015). Evidence from VRA indicates that employee buy-in was a major problem so the change management team went around all locations of VRA's operations to educate staff on the impending restructuring.

Another contribution of this study is the deployment of the restructuring program, it revealed the phased approach to the deployment of the restructuring program proved positive.

The study also revealed challenges associated with the restructuring program such as financial constraints and political and administrative interferences was a hindrance. The studies conclude that if these challenges are addressed effectively the restructuring program will be successful.

5.3 Conclusion

The needs and demands of citizens' couple with economic pressures have forcefully pushed public sector organizations such as VRA to search for ways of improving their operational efficiency.

Adopting a restructuring program has the prospects of achieving this quest.

This research has assessed the origins, impact, and challenges of the organizational restructuring program at the Volta River Authority. The study identified inadequate financial resources, political interferences, lack of coordination between stakeholders, and lack of employee buy-in as challenges that affected the efficient implementation of restructuring program at the VRA. However, these factors are not mutually exclusive to constraining the implementation process.

Although all four affected the efficiency and effectiveness of the restructuring program at the VRA, all four challenges were very crucial factors acknowledged in the study. The study is of the view that there was strong leadership and stakeholder support for the program however, the abovementioned challenge was a problem. The study, therefore, argues that with constant employee engagement, enough financial resource allocation and an increase in the stakeholder's engagement couple with strong leadership support, restructuring program at the VRA program will be successful.

The study also shown that organizations can put in place programs and policies to address challenges such as inefficiencies when they are going through structural, financial, operational, and portfolio mix problems. The study also revealed that organizations must concentrate on their

core competencies to become efficient in the operational environment. The study also shown that restructuring can impact positively on the operations of organizations.

In sum, the study can conclude that organizational restructuring if well deployed can affect the performance of public organizations.

5.4 Recommendations

The established strategies must portfolio, financial, and organizational (operational) restructuring are of importance to the restructuring program. Nonetheless, these strategies' abilities in influencing the restructuring program may differ accordingly. The recommendations given are based on the study findings and the preceding discussions.

Findings confirm the assertion that financial resource limitation, is key to the effective implementation of organizational restructuring. The implementing organizations have to develop effective financial resource mobilization strategies to achieve success in the restructuring program.

The challenges of an organizational restructuring such as employee buy-in, political interferences, and funding for the restructuring program must be addressed efficiently. To have an efficient restructuring program, the needed resources must be made available. VRA must search for ways of funding the program, these include advances from the financial market to aid in an efficient and effective implementation process, and obstacles that inhibit the processes such as political interferences must also be eliminated to improve the restructuring processes.

Findings confirm that there should be a guide and strategy for restructuring programs as well as implementation should be in phases since that will limit the impact on operations of the organization.

This means having a successful restructuring program the above must be put in place.

Findings also confirmed that lack of coordination amongst stakeholders, therefore recommends that dialogue between stakeholders be improved to avoid unwarranted delays in the restructuring processes. Organizations undertaking restructuring program must plan very well with the necessary strategy to achieve its objectives. Managers must ensure that these strategies are evaluated and reviewed frequently.

There should also be a periodic evaluation of each objective of the program to determine the level of progress in reference to the main objectives of the restructuring program. This will enable the restructuring organization to assess their performances.

There should be a broad stakeholder consultation to bring together management and employee together, this can take the form of workshops, seminars, and durbars, for the purposes of creating awareness to inform and educate employees, the general public, and other stakeholders about the benefits of restructuring at the VRA.

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APPENDICES

APPENDIX ONE

(Interview Guide for Officials and Staff VRA, MOEn and PURC)

This interview guide is a research instrument to facilitate a semi-structured interview to carry out a study on Examining the Policies, Strategies and Challenges in the Implementation of Restructuring Programme at the Volta River Authority. Data gathered from respondents would be used for academic purpose only and therefore your confidentiality will be fully assured.

DEMOGRAPHICS

1. Please provide me with the following details
 - i) What is your highest level of education?
 - ii) What is your current job position?
 - iii) What is your current age?
 - iv) How long have you been working in the organization?
2. In your opinion, can you kindly state the main reason behind the restructuring of VRA
3. What in your view, does the restructuring program seeks to achieve?
4. What is the policy or the legal framework that guides the restructuring program at VRA
5. What in your views are the types of restructuring strategies employed by VRA?

6. State in what way these strategies have yielded the necessary objectives.
7. How long has the restructuring program been going on?
8. In your view state what was the level of performance of VRA before the restructuring program started. Taking into considerations the following?
 - i. Meeting performance expectation of government and other key stakeholders.
 - ii. Cost-effectiveness of VRA's operations and strategic objectives?
 - iii. Undertaking investment appraisals of project before implementing every project at VRA.
 - iv. Scope of activities of VRA.
 - v. Being able to meet the objectives and goals of its core mandate
9. In your opinion, what has been the level of performance of VRA in terms of the following?
 - i. Market value
 - ii. Profitability, shareholder value
 - iii. Effectiveness and efficiency in their operations
10. Since the restructuring program was started what has changed or what visible changes have you seen.
11. Kindly state the specific performance assessment criteria being use to assess the performance of VRA, its staff and its projects or programs.
12. In your view, outline some key challenges affecting the smooth implementation of the restructuring program at VRA.
13. Kindly state how these challenges are being addressed by both management, staff and government.
14. Which aspects or areas of the organization strategy or corporate plan have been affected by the strategy

- 15 State four positive improvements or benefit of the restructuring program at VRA.

Thank you

APPENDIX TWO

(Interview Guide for Strategy unit of VRA)

What are the origins of the restructuring program at VRA?

1. Please state some of the specific policies for restructuring of VRA.
2. What informed the development of the policies/program for the restructuring at VRA?
3. Please outline step by step way for deploying/implementing these policies
4. In what way has the policies been able to address the problems confronting VRA.
5. In what way have the policies not been able to address the problems confronting VRA?

What is the impacts of the restructuring program on VRA?

1. Elaborate on the types of restructuring strategies employed by VRA?
2. Which of the departments are affected by these strategies being implemented
3. State how the restructuring strategies were implemented?
4. Outline four specific goals/objectives that were achieved as a results of the restructuring strategies implemented?
5. Outline four specific goals/objectives that have not been achieved even with the restructuring strategies?

What are the challenges of the restructuring program at VRA?

1. In your opinion can you outline four internal challenges associated with the restructuring strategies?

2. In your opinion can you outline four are external challenges associated with the restructuring strategies?

3. In your opinion what was the implications of challenges in the implementation of the restructuring strategies?
 - i. Internal ii.
External

4. Outline four ways that was used to address these challenges?
 - i. Internal ii.
External

5. Did these challenges cause or change the implementation of some strategies?

What are the strategies or steps put in place by VRA to the implement the organizational restructuring program?

1. In your view, outline four factors that impacted on successful implementation of restructuring program at VRA.
2. State three key indicators that can enhance the successful implementation of the restructuring program.
3. Outline four factors that can be said to have improve the performance of VRA after implementation of restructuring program.
4. In your view outline three indicators that can best describe the current state of VRA.

